

Appendix A. Job Analysis Survey Quality Check Items

Job Task Survey	
Item #	Task
12	Submits daily staffing reports to office of staffing.
20	Positions the apparatus at the fire scene.
132	Leads discussion of activities performed at a fire scene to reinforce use of Standard Operating Procedures (SOP's) and improve tactics.
134	Schedules fire prevention inspections to ensure all facilities requiring inspection are inspected at appropriate intervals.
184	Enforces the department's fire safety education program by scheduling events and ensuring all personnel participate regularly.

Survey of Abilities and Characteristics	
Item #	Ability/Characteristic
15	Ability to determine when to activate the emergency response plan (for example, during periods of high fire activity).
61	Ability to determine the appropriate agency for response when a given incident is not the responsibility of FDNY.
66	Ability to read, interpret, and calculate statistics including mean, median, mode, and standard deviation sufficient to compile and present department data.
79	Ability to determine the types and amounts of apparatus, tools, equipment and personnel necessary to properly and safely conduct emergency drills.
84	Ability to determine when a helicopter company is needed to most effectively fight a fire.

Appendix B. Job Analysis Survey Rating Scales

Figure B-1. Task Rating Scales.

Performance

Using the following rating scale, please indicate whether the task is performed by an entry-level Firefighter at your station (i.e., someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work).

Y = Yes, an entry-level Firefighter does perform this task.
N = No, an entry-level Firefighter does not perform this task.*

*Note: If you choose "No" then do not complete the Importance and Frequency ratings for this task. To indicate your answer, circle Y or N in the answer column. For example:

Performance: Please indicate whether the task is performed by an entry-level Firefighter at your station as part of the job.*	
Yes	No (If no, do not rate Importance or Frequency, go on to the next task)
Y	N

Importance

Using the following rating scale, please indicate the importance of the task to the overall job of an entry-level Firefighter at your station (i.e., someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work).

1 - Not Important - Improper task performance results in virtually no consequences for people, things, or places.
2 - Somewhat Important - Improper task performance may result in minor consequences for people or minor damages to things and places.
3 - Important - Improper task performance may result in moderate consequences for people or moderate damages to things and places.
4 - Very Important - Improper task performance may result in serious consequences for people or extensive damages to things and places.
5 - Critical - Improper task performance may result in very serious consequences for people or very extensive damages to things and places.

To indicate your answer, circle the applicable number in the answer column. For example:

Importance: How important is this task to the overall job of an entry-level Firefighter at your station?*				
Not Important	Somewhat Important	Important	Very Important	Critical
1	2	3	4	5

Frequency

Using the following rating scale, please indicate how often an entry-level Firefighter at your station (i.e., someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work) performs the following tasks.

1 - About once a year or less
2 - Several times a year (but less than once a month)
3 - About once a month
4 - Two or three times a month
5 - About once a week
6 - Several times a week (but not every day)
7 - About once a day or more

To indicate your answer, circle the applicable number in the answer column. For example:

Frequency: How often does an entry-level Firefighter at your station perform this task?*						
About once a year or less	Several times a year (but less than once a month)	About once a month	Two or three times a month	About once a week	Several times a week (but not every day)	About once a day or more
1	2	3	4	5	6	7

Figure B-2. Ability/Characteristic Rating Scales.

Importance Rating

Considering all of the Firefighter job tasks that you have reviewed today, indicate how important each ability/characteristic is for successful performance as a Firefighter. One way to think about importance is in terms of the consequences on overall job performance that might occur if the ability/characteristic were not present – the more severe the consequences, the more important the ability or other characteristic.

Note: The information in parentheses in the description of each ability and characteristic is meant to provide some possible examples of how the ability or characteristic might be used on the job. These examples are not the only ways the ability or characteristic might be used on the job.

Use the following scale to rate the importance of each ability and characteristic:

- 1 - **Not important to the performance of the job** - This ability or characteristic will have no impact on performing the job.
- 2 - **Somewhat important to the performance of the job** - This ability or characteristic is helpful to performing the job at an acceptable level, but will have little impact on overall performance.
- 3 - **Important to the performance of the job** - Lacking this ability or characteristic will make it difficult to perform certain parts of the job, and would result in less acceptable overall performance.
- 4 - **Very Important to the performance of the job** - Lacking this ability or characteristic will have a serious negative effect on performing parts of the job, and will result in poorer overall job performance.
- 5 - **Critical to the performance of the job** - Absolutely essential. Lacking this ability or characteristic will result in being unable to perform the job at an acceptable level.

Please read each ability and characteristic and rate its importance for performing the job of Firefighter effectively.
Please circle the number corresponding to the appropriate level of importance.

"Required on Day 1" Rating

Read the ability or characteristic and indicate whether a new Firefighter must bring it with them when entering Probationary Firefighter School. In other words, does a Firefighter need to possess this ability or characteristic at the time of hire? If so, mark "Yes" in the column titled "Required on Day 1". If the ability or characteristic can be acquired in training or on the job without jeopardizing job performance, then mark "No" in that column.

Note: Examples are provided in parentheses to help show how the ability or characteristic might be used later on the job, but the "Required on Day 1" rating should focus on whether or not the ability or characteristic must be brought to the job.

Please read each ability and characteristic and indicate whether it is required on Day 1. *Please circle Y (Yes) or N (No).*

Y = Yes, must bring this ability or characteristic to Probationary Firefighter School

N = No, ability or characteristic is acquired during Probationary Firefighter School or on the job

Appendix C. Job Analysis Surveys

Figure C-1. Job Task Survey.

FDNY
Fire Department, City of New York
TASK SURVEY



The purpose of this survey is to obtain information about the job of Firefighter at FDNY. Specifically, you will be asked to rate the performance, importance, and frequency of a list of tasks that may be applicable to entry-level Firefighters at your station.

After you complete the background information section on the next page, please carefully review the instructions. As you read each task, you'll be asked to rate (a) whether the task is performed, (b) level of importance, and (c) the frequency at which the task is performed. At the end of the survey, please write down any important entry-level Firefighter tasks that you feel are missing from the survey.

Please be sure to review and respond to all the task statements. Your responses will be treated confidentially and will not be used to make decisions affecting your personal job. Thank you for your time and cooperation.

**PSI Services LLC
Background Information**

NAME: _____

Date: _____ / _____ / _____
Month Day Year

JOB TITLE: _____

Borough: _____

Unit: _____

Years in current position at FDNY: _____

Total years served at FDNY: _____

The following information is requested for research-purposes only and is optional.

Gender: Male
 Female

Race/Ethnicity: Black (not of Hispanic origin)
 Asian or Pacific Islander
 Hispanic or Latino
 American Indian or Alaskan Native
 White (not of Hispanic origin)
 Two or More races

Instructions

The survey includes a list of tasks that may be important for successful performance as an entry-level firefighter at FDNY. By 'entry-level' firefighter, we mean a firefighter who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work. Please keep this definition in mind throughout the survey. As you read each task, please be sure to read the heading above each section in bold text (for example, 'STATION AND EQUIPMENT MAINTENANCE/CHORES'). This heading provides a context for the tasks listed, and will be useful as a reference.

Performance

Using the following rating scale, please indicate whether the task is performed by an entry-level firefighter at your station (*i.e., someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work*).

Y = Yes, an entry-level firefighter does perform this task.

N = No, an entry-level firefighter does not perform this task.*

*Note: If you choose "No" then do not complete the Importance and Frequency ratings for this task. To indicate your answer, circle Y or N in the answer column. For example:

<i>Performance: Please indicate whether the task is performed by an entry-level firefighter at your station as part of the job.*</i>	
Yes	No (If no, do not rate Importance or Frequency; go on to the next task)
<input type="radio"/>	N

Importance

Using the following rating scale, please indicate the importance of the task to the overall job of an entry-level firefighter at your station (*i.e., someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work*).

1 - Not Important - Improper task performance results in virtually no consequences for people, things, or places.

2 - Somewhat Important - Improper task performance may result in minor consequences for people or minor damages to things and places.

3 - Important - Improper task performance may result in moderate consequences for people or moderate damages to things and places.

4 - Very Important - Improper task performance may result in serious consequences for people or extensive damages to things and places.

5 - Critical - Improper task performance may result in very serious consequences for people or very extensive damages to things and places.

To indicate your answer, circle the applicable number in the answer column. For example:

<i>Importance: How important is this task to the overall job of an entry-level firefighter at your station?*</i>				
Not Important	Somewhat Important	Important	Very Important	Critical
1	2	<input type="radio"/>	4	5

Frequency

Using the following rating scale, please indicate how often an entry-level firefighter at your station (*i.e., someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work*) performs the following tasks.

- 1 – About once a year or less
- 2 – Several times a year (but less than once a month)
- 3 – About once a month
- 4 – Two or three times a month
- 5 – About once a week
- 6 – Several times a week (but not every tour)
- 7 – About once a tour or more

To indicate your answer, circle the applicable number in the answer column. For example:

Frequency: How often does an entry-level Firefighter at your station perform this task?*						
About once a year or less	Several times a year (but less than once a month)	About once a month	Two or three times a month	About once a week	Several times a week (but not every tour)	About once a tour or more
1	2	3	4	5	6	7

EXAMPLE TASK RATING

For example, consider the task “*Forces doors using axes, maul, halligan tools or other forcible entry tools.*” If entry-level firefighters at your station perform the task as part of the job, circle Y (Yes) under “Performance” as shown. If improper performance of this task would result in serious consequences, circle “4” (Very Important) as shown under “Importance”. If the task is performed about once per month, circle “3” (About once a month) under “Frequency”.

<p>*Note: An entry-level Firefighter is defined as: <i>someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder unit, but has not taken on any specialized work.</i></p>		<p>Performance: Please indicate whether the task is performed by an entry-level Firefighter at your station as part of the job.*</p>		<p>Importance: How important is this task to the overall job of an entry-level Firefighter at your station?*</p>		<p>Frequency: How often does an entry-level Firefighter at your station perform this task? *</p>									
		Yes	No (If no, do not rate Importance or Frequency; go on to the next task)	Not Important	Somewhat Important	Important	Very Important	Critical	About once a year or less	Several times a year (but less than once a month)	About once a month	Two or three times a month	About once a week	Several times a week (but not every tour)	About once a tour or more
55	Forces doors using axes, maul, halligan tools or other forcible entry tools.		N	1	2	3		5	1	2		4	5	6	7

<p>Please proceed to the next page and rate each of the listed items *Note: An entry-level Firefighter is defined as: someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work</p>	<i>Performance: Please indicate whether the task is performed by an entry-level Firefighter at your station as part of the job.*</i>		<i>Importance: How important is this task to the overall job of an entry-level Firefighter at your station?*</i>		<i>Frequency: How often does an entry-level Firefighter at your station perform this task?*</i>								
	Yes	No (If no, do not rate Importance or Frequency; go on to the next task.)	Not Important	Somewhat Important	Important	Very Important	Critical	About once a year or less	Several times a year (but less than once a month)	About once a month	Two or three times a month	About once a week	Several times a week (but not every day)

STATION AND EQUIPMENT MAINTENANCE/CHORES - These tasks involve inspecting, cleaning, and maintaining apparatus, equipment carried on the apparatus, and personal gear and equipment, performing routine housekeeping chores and "committee work".

1	Inspects personal protective gear to ensure safe and proper operation (for example, breathes into mask to ensure no leaks, checks gauge on tank to ensure it is full, etc.).	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
2	Checks apparatus to ensure proper and safe operation (for example, lights, sufficient fuel, hand holds, restraining devices, door locks, etc.).	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
3	Inspects apparatus to ensure all necessary tools and equipment are available on apparatus (for example, extra air bottles, all hose lengths, all ladders, etc.).	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
4	Inspects tools and equipment to ensure safe and proper operation (for example, starts power saws to ensure no malfunctions; checks blade on wood saw to ensure sufficient number of teeth; checks radios, batteries, etc.).	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
5	Cleans tools and maintains equipment on a routine basis and after use at incident scene (for example, hooks, saw blades, etc.).	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
6	Cleans apparatus on a routine basis after use to ensure proper and safe operation.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
7	Communicates needed repair or specialized cleaning of personal gear, tools, and equipment as warranted.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
8	Checks heating and diesel fuel tank levels.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
9	Cleans the various rooms in the fire house (for example, quarters, kitchen, etc.).	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
10	Shops for food and prepares meals.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7

<p>Please proceed to the next page and rate each of the listed items *Note: An entry-level Firefighter is defined as: someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work.</p>		<p><i>Performance: Please indicate whether the task is performed by an entry-level Firefighter at your station as part of the job.*</i></p>		<p><i>Importance: How important is this task to the overall job of an entry-level Firefighter at your station?*</i></p>		<p><i>Frequency: How often does an entry-level Firefighter at your station perform this task?*</i></p>									
		Yes	No (If no, do not rate Importance or Frequency; go on to the next task).	Not Important	Somewhat Important	Important	Very Important	Critical	About once a year or less	Several times a year (but less than once a month)	About once a month	Two or three times a month	About once a week	Several times a week (but not every tour)	About once a tour or more
11	Tests emergency generators (for example, portable, station, etc.).	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
12	Submits daily staffing reports to office of staffing.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
INITIAL RESPONSE TO INCIDENT / DRIVING - These tasks involve activities that occur between receiving an alarm and initial firefighting or emergency activities, including driving the apparatus to and from various points.															
13	Makes preliminary evaluation of incident based on alarm information received (for example, alarm type, building type, potential life hazard, etc.).	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
14	Dons personal protective equipment appropriately (for example, bunker gear, helmet, boots, hood, gloves, SCBA, etc.).	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
15	Determines route for apparatus based on alarm information, route cards, etc.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
16	Drives apparatus from one point to another in accordance with alarm information and purpose of trip, sounding horn or siren appropriately.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
17	Communicates and receives information while in route (for example, receives updates from officer and dispatch in apparatus, listens to radio, etc.).	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
18	Operates rear cab of tiller truck while in route from one point to another.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
19	Assists with maneuvering and positioning of apparatus appropriately at incident scene.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
20	Positions the apparatus at the fire scene.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
21	Requests removal of vehicles blocking route to incident scene.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
22	Issues summonses to uncooperative citizens and vehicle owners, when necessary.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
23	Sets out traffic cones or flares to block traffic lanes or streets.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
24	Keeps spectators and bystanders clear of incident scene.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	

		<i>Please proceed to the next page and rate each of the listed items *Note: An entry-level Firefighter is defined as: someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work</i>										<i>Performance: Please indicate whether the task is performed by an entry-level Firefighter at your station as part of the job.*</i>		<i>Importance: How important is this task to the overall job of an entry-level Firefighter at your station?*</i>					<i>Frequency: How often does an entry-level Firefighter at your station perform this task?*</i>				
		Yes		<p>No (If no, do not rate Importance or Frequency; go on to the next task).</p>										Not Important	Somewhat Important	Important	Very Important	Critical	About once a year or less	Several times a year (but less than once a month)	About once a month	Two or three times a month	About once a week
25	At scene, reports the cause of the alarm to the officer (for example, fire, smoke, malfunctioning equipment, etc.).		Y	N	1	2	3	4	5	1	2	3	4	5	6	7							
26	Attempts to calm down or reassure citizens in distress at an incident scene.		Y	N	1	2	3	4	5	1	2	3	4	5	6	7							
SIZE-UP AND INITIAL ACTIONS - These tasks involve evaluating the fire or incident scene to determine what actions should initially be taken.																							
27	Determines level of life hazard at fire scene by considering factors such as building construction, street conditions, time of day, etc.		Y	N	1	2	3	4	5	1	2	3	4	5	6	7							
28	Evaluates possible building layout, including layout of individual apartments, based on location of fire escapes and other information.		Y	N	1	2	3	4	5	1	2	3	4	5	6	7							
29	Determines best means to get to roof of building (for example, from adjoining building, fire escape, ladder, etc.).		Y	N	1	2	3	4	5	1	2	3	4	5	6	7							
30	Surveys building by inspecting its perimeter and height.		Y	N	1	2	3	4	5	1	2	3	4	5	6	7							
31	Locates utility meters and shuts off gas or electricity to structure.		Y	N	1	2	3	4	5	1	2	3	4	5	6	7							
32	Selects type of extinguisher needed for a particular situation (for example, dry chemical, purple-K, foam, water, etc.).		Y	N	1	2	3	4	5	1	2	3	4	5	6	7							
33	Investigates potentially dangerous situations using meters (for example, CO detectors, gas meters, etc.).		Y	N	1	2	3	4	5	1	2	3	4	5	6	7							
34	Communicates information in person or via handie-talkie to others at the incident scene.		Y	N	1	2	3	4	5	1	2	3	4	5	6	7							
35	Determines appropriate point of entry into structure for assigned position based on location of fire, building type, security concerns, etc.		Y	N	1	2	3	4	5	1	2	3	4	5	6	7							
36	Determines which tools and equipment should be taken from apparatus based on assigned position, structure type, location of fire, etc.		Y	N	1	2	3	4	5	1	2	3	4	5	6	7							
37	Carries appropriate equipment to fire scene such as circular saws, chain saws, etc.		Y	N	1	2	3	4	5	1	2	3	4	5	6	7							

<p>Please proceed to the next page and rate each of the listed items *Note: An entry-level Firefighter is defined as: someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work.</p>		<p><i>Performance: Please indicate whether the task is performed by an entry-level Firefighter at your station as part of the job.*</i></p>		<p><i>Importance: How important is this task to the overall job of an entry-level Firefighter at your station?*</i></p>		<p><i>Frequency: How often does an entry-level Firefighter at your station perform this task?*</i></p>								
		Yes	No (If no, do not rate Importance or Frequency; go on to the next task).	Not Important	Somewhat Important	Important	Very Important	Critical	About once a year or less	Several times a year (but less than once a month)	About once a month	Two or three times a month	About once a week	Several times a week (but not every tour)
38	Maintain awareness of position of other firefighters in reference to fire or emergency.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
39	Communicates with civilians or other emergency service personnel at incident scene to obtain necessary information, to be forwarded to supervisor.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
40	Illuminates incident scene using portable and/or apparatus lights.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
41	Recognizes hazardous material identification placards, icons, etc., and acts accordingly.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
LADDER OPERATION - These tasks involve stabilizing ladder trucks operating aerial and tower ladders in order to rescue victims, provide access for ventilation, operate master stream devices, etc.														
42	Stabilizes apparatus by using wheel chocks, pads, jacks outriggers, etc.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
43	Uses controls to raise, rotate and extend aerial or tower ladder for supported or unsupported operations while watching for power lines, trees and other overhead obstructions.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
44	Sets up ladder pipe operations with aerial ladders by clamping master stream appliances to tip of aerial ladder, securing 3" hose and then extending the ladder.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
45	Engages ladder locks prior to climbing aerial ladder.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
46	Climbs up and down aerial ladders.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
CLIMBING AND PORTABLE LADDER ACTIVITIES - These tasks involve climbing ladders, stairs and fire escapes, and raising and setting up portable ladders.														
47	Determines appropriate ladder type and size needed at incident scene.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
48	Carries portable ladder from truck to incident scene.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
49	Determines proper placement of ladder at scene.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
50	Raises, lowers and places portable ladder into position at incident scene.	Y	N	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Please proceed to the next page and rate each of the listed items *Note: An entry-level Firefighter is defined as: someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work.

*Performance: Please indicate whether the task is performed by an entry-level Firefighter at your station as part of the job.**

		<i>Importance: How important is this task to the overall job of an entry-level Firefighter at your station?*</i>										<i>Frequency: How often does an entry-level Firefighter at your station perform this task?*</i>						
		No (if no, do not rate Importance or Frequency, go on to the next task)					Yes											
		Not Important		Somewhat Important			Important		Very Important		Critical	About once a year or less	Several times a year (but less than once a month)	About once a month	Two or three times a month	About once a week	Several times a week (but not every tour)	About once a tour or more
51	Repositions ladders as necessary to climb outside of building.	Y		N			1	2	3	4	5	1	2	3	4	5	6	7
52	Butts ladders for other members.	Y		N			1	2	3	4	5	1	2	3	4	5	6	7
53	Climbs up and down portable ladder to gain entrance into building.	Y		N			1	2	3	4	5	1	2	3	4	5	6	7
54	Climbs up and down fire escape to enter building on appropriate floor.	Y		N			1	2	3	4	5	1	2	3	4	5	6	7
55	Carries tools and operates tools safely on a ladder.	Y		N			1	2	3	4	5	1	2	3	4	5	6	7
56	Utilizes a drop ladder on a fire escape.	Y		N			1	2	3	4	5	1	2	3	4	5	6	7
BUILDING ENTRY - These tasks involve forcing doors or otherwise entering buildings in order to search for and rescue victims and provide access to the fire for offensive firefighting.																		
57	Forces doors using axes, maul, halligan tools or other forcible entry tools.	Y		N			1	2	3	4	5	1	2	3	4	5	6	7
58	Cuts open doors, metal grills or gates using power saws, torches or other tools.	Y		N			1	2	3	4	5	1	2	3	4	5	6	7
59	Breaches wooden brick, or masonry walls using mauls, axes or other tools.	Y		N			1	2	3	4	5	1	2	3	4	5	6	7
60	Removes locks or hinges from doors using rabbit tools, K tools, bolt cutters or other forcible entry tools.	Y		N			1	2	3	4	5	1	2	3	4	5	6	7
61	Controls doors after gaining entry to fire area (for example, closes door, etc.).	Y		N			1	2	3	4	5	1	2	3	4	5	6	7
SEARCH - These tasks involve searching fire or assigned area in order to locate victims and to obtain further information about the fire, following standard search procedures.																		
62	Views perimeter of the building to determine if there are victims needing assistance, at windows, on ledges, or who have jumped.	Y		N			1	2	3	4	5	1	2	3	4	5	6	7
63	Searches smoke-filled structures for seat of fire and extensions.	Y		N			1	2	3	4	5	1	2	3	4	5	6	7
64	Uses portable extinguisher to restrict fire for search and rescue.	Y		N			1	2	3	4	5	1	2	3	4	5	6	7
65	Identifies hazardous conditions in course of search.	Y		N			1	2	3	4	5	1	2	3	4	5	6	7

Please proceed to the next page and rate each of the listed items *Note: An entry-level Firefighter is defined as: someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work.		<i>Performance: Please indicate whether the task is performed by an entry-level Firefighter at your station as part of the job.*</i>		<i>Importance: How important is this task to the overall job of an entry-level Firefighter at your station?*</i>					<i>Frequency: How often does an entry-level Firefighter at your station perform this task?*</i>						
		Yes	No (If no, do not rate Importance or Frequency; go on to the next task).	Not Important	Somewhat Important	Important	Very Important	Critical	About once a year or less	Several times a year (but less than once a month)	About once a month	Two or three times a month	About once a week	Several times a week (but not every tour)	About once a tour or more
	halligan tools, rabbit tools, axes and other tools.														
79	Determines best locations and timing for venting structure based on location of fire and fire personnel.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
80	Forces bulkhead door or scuttle using halligan tools, halligan hooks, axes, saws, mauls and other tools.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
81	Climbs onto and off bulkhead to ventilate a building.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
82	Hangs smoke ejectors (fans) from ladders, in doors, windows, or holes in roofs or walls.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
83	Removes scuttle covers and skylights from roofs.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
84	Cuts holes in roofs and floors using axes, power saws, and other equipment.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
85	Sets up and starts portable and non-portable generators.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
86	Deploys anti-ventilation mechanisms (for example, fire window blanket).	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
87	Creates emergency egress (VES – ventilation entry search).	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
<u>ENGINE COMPANY OPERATIONS - These tasks involve connecting or hooking up engine to fire hydrant and operating pumps to supply water of appropriate pressure and volume for firefighting, using hydrant wrenches, couplings, hoses, spanner wrenches, and other tools. This would also include stretching and operating hose lines.</u>															
88	Tests hydrant before hooking up to ensure it is functional.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
89	Puts engine in pump gear and primes engine pump.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
90	Connects suction hose between hydrant and engine, or establishes water supply from another unit.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
91	Tightens loose couplings on supply line with a spanner wrench.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
92	Opens hydrants and siamese caps using the proper tool and method.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
93	Stretches a line to another engine or to a tower or aerial ladder.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
94	Hooks up engine to supply water to a standpipe system and/or sprinkler system.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7

Please proceed to the next page and rate each of the listed items *Note: An entry-level Firefighter is defined as: someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work.		<i>Performance: Please indicate whether the task is performed by an entry-level Firefighter at your station as part of the job.*</i>		<i>Importance: How important is this task to the overall job of an entry-level Firefighter at your station?**</i>					<i>Frequency: How often does an entry-level Firefighter at your station perform this task?*</i>						
		Yes	No (If no, do not rate Importance or Frequency; go on to the next task).	Not Important	Somewhat Important	Important	Very Important	Critical	About once a year or less	Several times a year (but less than once a month)	About once a month	Two or three times a month	About once a week	Several times a week (but not every tour)	About once a tour or more
95	Determines size and number of lengths of hose line needed to reach fire, using information regarding structure type and distance from structure.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
96	Selects appropriate hose couplings and fittings to connect lines, changing couplings when needed.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
97	Carries uncharged hose line off hose bed to incident scene through hallways, up stairs, around corners, etc.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
98	Chocks open doors and windows to ensure they stay open.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
99	Hoists hoses to incident scene using utility ropes.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
100	Flakes out hose lines prior to charging so that no kinks or small bends impede operations.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
101	Uses hose strap to support hose on staircase or ladders.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
102	Disconnects ("breaks") hose lines at back step after needed lengths have been removed from hose bed.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
103	Bleeds line of air in safe area so as not to feed fire.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
104	Operates nozzle at front of hose line to direct stream appropriately.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
105	Removes kinks from hose line during extinguishment to ensure proper operations.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
106	Secures and replaces burst hose lengths.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
107	Feeds charged hose lines to other firefighters.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
108	Changes nozzle for different conditions.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
109	Applies water using hose to extinguish fires, using sweeping and/or circular motions.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
110	Uses length of hose off front of rig to extinguish small fires, such as car fires, trash fires, etc.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
111	Uses portable extinguisher to extinguish or control fire.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7

Please proceed to the next page and rate each of the listed items. *Note: An entry-level Firefighter is defined as: someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work.

	Performance: Please indicate whether the task is performed by an entry-level Firefighter at your station as part of the job.*	Importance: How important is this task to the overall job of an entry-level Firefighter at your station?*										Frequency: How often does an entry-level Firefighter at your station perform this task?*
		Importance: How important is this task to the overall job of an entry-level Firefighter at your station?*					Frequency: How often does an entry-level Firefighter at your station perform this task?*					
	Yes	No (if no, do not rate Importance or Frequency; go on to the next task.)	Not Important		Somewhat Important		Important		Very Important		Critical	
112	Operates deck gun, manifolds or multi-versal to apply water to structures on fire.	Y	N	1	2	3	4	5	1	2	3	4
113	Operates foam equipment and lines.	Y	N	1	2	3	4	5	1	2	3	4
OVERHAUL - These tasks involve opening up walls and ceilings, cutting or pulling up floors and moving or turning over debris, in order to check for hidden fire which could rekindle or spread, using hooks, axes, and saws.												
114	Uses senses such as touch, smell, sight, hearing to locate hidden pockets of fire in structures.	Y	N	1	2	3	4	5	1	2	3	4
115	Opens and/or pulls down floors ceilings, walls, etc. using hooks, axes, saws and other tools.	Y	N	1	2	3	4	5	1	2	3	4
116	Minimizes damage to personal property of victims.	Y	N	1	2	3	4	5	1	2	3	4
SALVAGE - These tasks involve moving and covering property, covering holes in buildings, redirecting or cleaning up water in order to minimize damage and using covers, ropes, staple guns, and other tools.												
117	Lifts, carries, drags, pushes and/or piles furniture, clothing, appliances and other valuables.	Y	N	1	2	3	4	5	1	2	3	4
118	Covers piled property, walls, floors and stairways with salvage covers.	Y	N	1	2	3	4	5	1	2	3	4
119	Shuts off or wedges automatic sprinkler systems.	Y	N	1	2	3	4	5	1	2	3	4
120	Removes fine debris from fire floors.	Y	N	1	2	3	4	5	1	2	3	4
121	Removes water using de-watering pumps.	Y	N	1	2	3	4	5	1	2	3	4
122	Trims broken glass from window frames.	Y	N	1	2	3	4	5	1	2	3	4
123	Covers openings in walls or windows with plastic sheets.	Y	N	1	2	3	4	5	1	2	3	4
CLEAN UP / PICK UP - These tasks involve picking up and returning equipment to apparatus and rolling up or folding hose, so that the company can go back in service.												
124	Shuts down pumps.	Y	N	1	2	3	4	5	1	2	3	4
125	Backs lines out of buildings.	Y	N	1	2	3	4	5	1	2	3	4
126	Drains lines outside of buildings.	Y	N	1	2	3	4	5	1	2	3	4

Please proceed to the next page and rate each of the listed items *Note: An entry-level Firefighter is defined as: someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work		<i>Performance: Please indicate whether the task is performed by an entry-level Firefighter at your station as part of the job.*</i>		<i>Importance: How important is this task to the overall job of an entry-level Firefighter at your station?*</i>					<i>Frequency: How often does an entry-level Firefighter at your station perform this task?*</i>						
		Yes	No (If no, do not rate Importance or Frequency; go on to the next task).	Not Important	Somewhat Important	Important	Very Important	Critical	About once a year or less	Several times a year (but less than once a month)	About once a month	Two or three times a month	About once a week	Several times a week (but not every tour)	About once a tour or more
127	Rolls and folds up wet or dry hoses and returns them to appropriate apparatus.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
128	Returns all tools, equipment, supplies and property to the appropriate apparatus.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
129	Cleans hoses if needed before packing in hose bed.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
130	Drags frozen hose to apparatus for transport back to house.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
131	Refills booster tank from hydrant or other source.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
132	Leads discussion of activities performed at a fire scene to reinforce use of Standard Operating Procedures (SOP's) and improve tactics.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
INSPECTION OF BUILDINGS/HYDRANTS/ALARM BOXES - These tasks involve inspecting buildings for code violations or hazards on a periodic basis or during the course of activities, and inspecting hydrants for operational use.															
133	Posts signs to identify alarm boxes that are out of order.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
134	Schedules fire prevention inspections to ensure all facilities requiring inspection are inspected at appropriate intervals.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
135	Inspects buildings to determine location of standpipes, elevators, stairwells, exits, and other information which would be useful in fighting a fire in the building.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
136	Inspects buildings for compliance with fire code regulations (for example, clear fire stairs and bulkheads, alarm equipment is present and in working order, etc.).	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
137	Responds to complaints regarding unsafe conditions (for example, locked exits, possible structural problems, etc.).	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
138	Advises building personnel/superintendent as to the actions which should be taken to prevent further recurrences in the case of a malfunctioning alarm; advises personnel/superintendent on sanctions that could be taken if problem is not fixed.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
139	Advises building personnel/superintendent on conditions which	Y	N	1	2	3	4	5	1	2	3	4	5	6	7

		Performance: Please indicate whether the task is performed by an entry-level Firefighter at your station as part of the job.* No <i>(If no, do not rate Importance or Frequency; go on to the next task).</i>		Importance: How important is this task to the overall job of an entry-level Firefighter at your station?*					Frequency: How often does an entry-level Firefighter at your station perform this task?*						
				Yes		Not Important	Somewhat Important	Important	Very Important	Critical	About once a year or less	Several times a year (but less than once a month)	About once a month	Two or three times a month	About once a week
	should be corrected in the building which were noted in the course of responding to the alarm.														
140	Becomes familiar with building occupants, staff, and individuals who are designated for specific functions, such as HVAC system and fire safety director, during inspections.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
141	Inspects hydrants to ensure they are operational.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
142	Notifies officer of hydrants needing repair.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
143	Places and removes disks on hydrants and sprinklers/standpipes siamese, to indicate their status.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
144	Completes forms or cards on inspected structures or hydrants by checking appropriate boxes on form and writing in pertinent information.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
145	Fills out and issues violations on inspected structures, as warranted.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
146	Identifies and correctly marks structures to identify areas of questionable stability or hazard.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
147	Identifies flammable or hazardous materials by placards, odor, and sight.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
RESCUE / EXTRICATION - These tasks involve extricating victims from vehicles, cave-ins, collapsed buildings, subways, elevators or other entrapments in order to save lives, using shovels, torches, drills, saws, jacks, hurst tools, air bags, and other equipment.															
148	Digs to free victims trapped in tunnels, pipes, excavations, cave-ins or other entrapments using shovels, picks, spades, shoring materials, and other equipment.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
149	Stabilizes vehicle using jacks, chocks, and stepchocks during extrication.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
150	Forces doors, breaks windows or other parts of vehicles using hurst tools, halligan tools, drills, air chisels and other tools.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
151	Moves heavy objects, materials and other obstructions in order to free or gain access to trapped victims, using air bags, chains and	Y	N	1	2	3	4	5	1	2	3	4	5	6	7

Please proceed to the next page and rate each of the listed items "Note: An entry-level Firefighter is defined as: someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work."

Please proceed to the next page and rate each of the listed items *Note: An entry-level Firefighter is defined as: *somone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work.*

				<u>Performance:</u> Please indicate whether the task is performed by an entry-level Firefighter at your station as part of the job.*							<u>Importance:</u> How important is this task to the overall job of an entry-level Firefighter at your station?*							<u>Frequency:</u> How often does an entry-level Firefighter at your station perform this task?*						
				No (If no, do not rate Importance or Frequency, go on to the next task).			Not Important			Somewhat Important			Important			Very Important			Critical			About once a year or less		
																			Several times a year (but less than once a month)					
																			About once a month					
																			Two or three times a month					
																			About once a week					
																			Several times a week (but not every tour)					
																			About once a tour or more					
TRAINING - These tasks involve participating in drills which simulate important fire or rescue activities and attending lectures or formal training.																								
174	Participates in multi-unit drills.			Y			N			1			2			3			4		5		6	
175	Reviews/critiques past activities at the end of operations at the fire scene, upon return to quarters or on next tour.			Y			N			1			2			3			4		5		6	
176	Participates in drills to practice basic company skills (for example, raising ladders, stretching hoses, etc.).			Y			N			1			2			3			4		5		6	
177	Participates in drills in which working fire activities are practiced.			Y			N			1			2			3			4		5		6	
178	Participates in drills in which a response to an emergency is simulated (for example, extricating a person trapped in a vehicle).			Y			N			1			2			3			4		5		6	
179	Participates in inter-agency drills (for example, Police Department or Con Edison Drills).			Y			N			1			2			3			4		5		6	
180	Participates in drills that simulate responses to a terrorist attack and/or HAZMAT conditions.			Y			N			1			2			3			4		5		6	
181	Participates in all scheduled firefighter procedural drills.			Y			N			1			2			3			4		5		6	
182	Engage in continuing education activities (for example, updating			Y			N			1			2			3			4		5		6	

<p>Please proceed to the next page and rate each of the listed items *Note: An entry-level Firefighter is defined as: someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work.</p>		<i>Performance:</i> Please indicate whether the task is performed by an entry-level Firefighter at your station as part of the job.*		<i>Importance:</i> How important is this task to the overall job of an entry-level Firefighter at your station?*					<i>Frequency:</i> How often does an entry-level Firefighter at your station perform this task?*						
		Yes	No (If no, do not rate Importance or Frequency; go on to the next task).	Not Important	Somewhat Important	Important	Very Important	Critical	About once a year or less	Several times a year (but less than once a month)	About once a month	Two or three times a month	About once a week	Several times a week (but not every tour)	About once a tour or more
	probie notebook, learning safe haven processes for handling abused children and spouses, etc.).														
183	Conducts fire education and safety instruction with the public.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
184	Enforces the department's fire safety education program by scheduling events and ensuring all personnel participate regularly.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
<u>HOUSE WATCH DUTIES - These tasks involve standing watch to receive incoming alarms and information, answering phones, and monitoring access to the station house.</u>															
185	Monitors alarms, radio, and dispatch equipment and records information received.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
186	Receives alarm information from dispatcher, computer, or over the phone.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
187	Notifies station personnel of incoming alarms and required responses.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
188	Keeps log of all station house events in company journal.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
189	Records calls that come in over the computer or from the dispatcher.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
190	Answers department phone and log calls into journal.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
191	Responds to questions and concerns of civilians who come into the station off the street.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7
192	Maintains front of quarters from having any material that would interfere with apparatus response.	Y	N	1	2	3	4	5	1	2	3	4	5	6	7

SUMMARY: Considering all of the tasks performed on the job by an entry-level firefighter at your station (*i.e., someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not taken on any specialized work*), what percentage has been covered on this survey?

_____ % (please write in a number between 0 and 100)

Note: Please list any important tasks performed by entry-level firefighters that are not covered by this survey.

Thank you for your participation.

Figure C-2. Survey of Abilities and Characteristics.

FDNY
Fire Department, City of New York

SURVEY OF ABILITIES & CHARACTERISTICS



The purpose of this survey is to obtain information about the job of Firefighter at FDNY. Specifically, you will be asked to rate abilities and other characteristics required to perform the job of entry-level Firefighter. Please rate the importance of each listed ability and characteristic and also whether it is required Day 1 (before attending Probationary Firefighter School).

After you complete the background information section on the next page, please carefully review the instructions. As you read each ability and characteristic you will be asked to rate the (a) level of importance and (b) whether it is required on Day 1 before attending Probationary Firefighter School). At the end of the survey, please write down any important entry-level Firefighter abilities or characteristics that you feel are missing from the survey.

Please be sure to review and respond to all of the statements. Your responses will be treated confidentially and will not be used to make decisions affecting your personal job. Thank you for your time and cooperation.

Name: _____

Date: _____ / _____ / _____
Month Day Year

Unit: _____

Instructions

This section contains a list of abilities and other characteristics that are potentially important for firefighter work. You will be making two ratings for each ability and characteristic:

- Importance
- Required on Day 1

Below are instructions on how to make each of these ratings.

Importance Rating

Considering all of the firefighter job tasks that you have reviewed today, indicate how important each ability/characteristic is for successful performance as a firefighter. One way to think about importance is in terms of the consequences on overall job performance that might occur if the ability/characteristic were not present – the more severe the consequences, the more important the ability or other characteristic.

Note: The information in parentheses in the description of each ability and characteristic is meant to provide some possible examples of how the ability or characteristic might be used on the job. These examples are not the only ways the ability or characteristic might be used on the job.

Use the following scale to rate the importance of each ability and characteristic:

- 1 - ***Not important to the performance of the job*** - This ability or characteristic will have no impact on performing the job.
- 2 - ***Somewhat important to the performance of the job*** - This ability or characteristic is helpful to performing the job at an acceptable level, but will have little impact on overall performance.
- 3 - ***Important to the performance of the job*** - Lacking this ability or characteristic will make it difficult to perform certain parts of the job, and would result in less acceptable overall performance.
- 4 - ***Very Important to the performance of the job*** - Lacking this ability or characteristic will have a serious negative effect on performing parts of the job, and will result in poorer overall job performance.
- 5 - ***Critical to the performance of the job*** - Absolutely essential. Lacking this ability or characteristic will result in being unable to perform the job at an acceptable level.

Please read each ability and characteristic and rate its importance for performing the job of firefighter effectively. *Please circle the number corresponding to the appropriate level of importance.*

*Note: If you choose “1 - Not Important” then do not complete the “Required on Day 1” rating for the ability/characteristic.

Instructions (continued)

“Required on Day 1” Rating

Read the ability or characteristic and indicate whether a new firefighter must bring it with them when entering Probationary Firefighter School. In other words, does a firefighter need to possess this ability or characteristic at the time of hire? If so, mark “Yes” in the column titled “Required on Day 1”. If the ability or characteristic can be acquired in training or on the job without jeopardizing job performance, then mark “No” in that column.

Note: Examples are provided in parentheses to help show how the ability or characteristic might be used later on the job, but the “Required on Day 1” rating should focus on whether or not the ability or characteristic must be brought to the job.

Please read each ability and characteristic and indicate whether it is required on Day 1. Please circle Y (Yes) or N (No).

Y = Yes, must bring this ability or characteristic to Probationary Firefighter School

N = No, ability or characteristic is acquired during Probationary Firefighter School or on the job

EXAMPLE ABILITY/CHARACTERISTIC RATING

For example, if the “ability to read short messages written in English” is critical, such that lacking this ability would result in serious negative consequences, circle ‘5’ (Critical) as shown. If this ability is required of new firefighters before entering Probationary Firefighter School, you would circle ‘Y’ (Yes, must bring this ability or characteristic to Probationary Firefighter School) under “Required on Day 1”.

		Importance: How important is this ability/characteristic for successful performance as a Firefighter?					Required on Day 1: Is this ability/characteristic required before entering Probationary Firefighter School?	
		Not Important (if chosen, do not complete ‘Required on Day 1’ rating)	Somewhat Important	Important	Very Important	Critical	Yes, must bring this ability or characteristic to Probationary Firefighter School	No, ability or characteristic is acquired during Probationary Firefighter School or on the job
1	Ability to read short messages written in English (for example, notes, e-mails, log entries).	1	2	3	4	5	Y	N

Please proceed to the next page and rate each of the listed items.

		<i>Importance: How important is this ability/characteristic for successful performance as a Firefighter?</i>					<i>Required on Day 1: Is this ability/characteristic required before entering Probationary Firefighter School?</i>	
		Not Important	Somewhat Important	Important	Very Important	Critical	Yes, must bring this ability or characteristic to Probationary Firefighter School	No, ability or characteristic is acquired during Probationary Firefighter School or on the job
<i>Note: The information in parentheses in the description of abilities/characteristics is meant to provide some possible examples of how the ability or characteristic might be used on the job. These examples are not the only ways the ability or characteristic might be used on the job.</i>								
1	Ability to read and interpret short messages written in English (for example, notes, log entries, teleprinter tickets).	1	2	3	4	5	Y	N
2	Ability to read routine documents written in English (for example, bulletins, articles, notices, announcements) to keep apprised of current job-related information.	1	2	3	4	5	Y	N
3	Ability to read and interpret technical materials written in English (for example, instructional manuals, operating manuals, and other official FDNY documents) to learn new information and/or update job knowledge.	1	2	3	4	5	Y	N
4	Ability to read written material at the firefighting site that would indicate how to fight the fire (for example, placards about flammables, chemicals).	1	2	3	4	5	Y	N
5	Ability to write brief notes/statements in English (for example, fill in forms, log entries, take messages) legibly, completely, and accurately.	1	2	3	4	5	Y	N
6	Ability to write narrative statements and paragraphs in English (for example, incident reports, report of personal actions) to clearly and accurately convey the necessary information.	1	2	3	4	5	Y	N
7	Ability to listen to, and understand information on how to perform a task or series of tasks from a trainer or others (for example, instructions from a commanding officer, training information on specific steps to follow in different situations).	1	2	3	4	5	Y	N
8	Ability to understand information presented orally in English, both in person (for example, in a training session) and from a variety of communications devices (for example, radio, phone, intercom).	1	2	3	4	5	Y	N
9	Ability to listen to and understand people in emergency situations (for example, people who are upset, frightened, confused).	1	2	3	4	5	Y	N
10	Ability to state ideas clearly and concisely when speaking in English (for example, giving instructions, explaining procedures, providing technical information).	1	2	3	4	5	Y	N
11	Ability to communicate orally with people from a broad range of backgrounds, including individuals with limited English language capability.	1	2	3	4	5	Y	N
12	Ability to transmit information clearly, concisely, and in accordance with proper procedures using a variety of communications devices (for example, radio, phone, intercom).	1	2	3	4	5	Y	N
13	Ability to provide information to people who are distraught or anxious in a way that does not upset them further.	1	2	3	4	5	Y	N
14	Ability to communicate importance and priority in spoken communications, using voice control and gestures to achieve desired effects.	1	2	3	4	5	Y	N
15	Ability to determine when to activate the emergency response plan (for example, during periods of high fire activity).	1	2	3	4	5	Y	N

	<i>Note: The information in parentheses in the description of abilities/characteristics is meant to provide some possible examples of how the ability or characteristic might be used on the job. These examples are not the only ways the ability or characteristic might be used on the job.</i>	<i>Importance: How important is this ability/characteristic for successful performance as a Firefighter?</i>					<i>Required on Day 1: Is this ability/characteristic required before entering Probationary Firefighter School?</i>	
		Not Important	Somewhat Important	Important	Very Important	Critical	Yes, must bring this ability or characteristic to Probationary Firefighter School	No, ability or characteristic is acquired during Probationary Firefighter School or on the job
16	Ability to quickly and accurately compare letters, numbers, information and objects (for example, addresses, names, radio codes) to determine if they are the same or different.	1	2	3	4	5	Y	N
17	Ability to concentrate on the work to be performed in spite of distractions, keeping aware of one's surroundings (for example, during a highway accident).	1	2	3	4	5	Y	N
18	Ability to remain attentive while performing routine or repetitive tasks (for example, taking up hose line).	1	2	3	4	5	Y	N
19	Ability to monitor gauges, dials, or other indicators to make sure a machine or equipment is functioning properly.	1	2	3	4	5	Y	N
20	Ability to observe a scene to quickly determine what is happening and what is unusual; and to locate important features (for example, victims, hazards, means of entry/exit, and firefighting equipment).	1	2	3	4	5	Y	N
21	Ability to observe another person performing/demonstrating an activity to learn how to perform the activity.	1	2	3	4	5	Y	N
22	Ability to use muscular force to lift, push, pull, drag, carry, objects, materials, equipment and/or people.	1	2	3	4	5	Y	N
23	Ability to use muscular force to physically control victims as needed (for example, during roof rope rescue).	1	2	3	4	5	Y	N
24	Ability to exert maximum muscular force to use equipment or perform other activities (for example, when using hook, axe, carrying a hose).	1	2	3	4	5	Y	N
25	<u>Ability to exert muscular force quickly to initiate action (for example, to start a chain saw, force a door).</u>	1	2	3	4	5	Y	N
26	Ability to maintain a high level of physical effort (for example, advancing hose line) under difficult environmental conditions (for example, heat, smoke, darkness).	1	2	3	4	5	Y	N
27	Ability to bend, twist, stretch, and reach with the body, arms, and/or legs (for example, on a fire escape, entering a window).	1	2	3	4	5	Y	N
28	Ability to maintain or regain body balance when on an unstable surface (for example, on debris).	1	2	3	4	5	Y	N
29	Ability to use equipment while on a ladder at a height of up to 100 feet.	1	2	3	4	5	Y	N
30	Ability to work at heights (for example, on a roof, in an elevator shaft).	1	2	3	4	5	Y	N

		Importance: How important is this ability/characteristic for successful performance as a Firefighter?					Required on Day 1: Is this ability/characteristic required before entering Probationary Firefighter School?	
		Not Important	Somewhat Important	Important	Very Important	Critical	Yes, must bring this ability or characteristic to Probationary Firefighter School	No, ability or characteristic is acquired during Probationary Firefighter School or on the job
		<i>Note: The information in parentheses in the description of abilities/characteristics is meant to provide some possible examples of how the ability or characteristic might be used on the job. These examples are not the only ways the ability or characteristic might be used on the job.</i>						
31	Ability to coordinate the rapid movement of arms, legs, and/or the torso while the entire body is in motion (for example, climbing a ladder).	1	2	3	4	5	Y	N
32	Ability to quickly and accurately adjust the controls of a machine or vehicle to exact positions (for example, water pressure, gas valves).	1	2	3	4	5	Y	N
33	Ability to coordinate work activities and adjust own actions in relation to others to achieve objectives.	1	2	3	4	5	Y	N
34	Ability to influence other firefighters toward accomplishment of a goal.	1	2	3	4	5	Y	N
35	Ability to resolve interpersonal conflicts that interfere with the effectiveness of the team.	1	2	3	4	5	Y	N
36	Willingness to adapt to and become a member of an established team.	1	2	3	4	5	Y	N
37	Willingness to assist, advise, and encourage others who are new to the Department or a position.	1	2	3	4	5	Y	N
38	Willingness to request assistance from a co-worker or supervisor when necessary to complete an assignment.	1	2	3	4	5	Y	N
39	Willingness to offer information and/or assistance and information to co-workers when it appears necessary or when it would facilitate task accomplishment.	1	2	3	4	5	Y	N
40	Willingness to work/participate in a community living environment.	1	2	3	4	5	Y	N
41	Willingness to do one's share of the work including performance of undesirable tasks.	1	2	3	4	5	Y	N
42	Willingness to display a pleasant, cooperative attitude toward other members of the team.	1	2	3	4	5	Y	N
43	Willingness to show respect toward those with more experience or in a position of authority.	1	2	3	4	5	Y	N
44	Willingness to adapt personal habits and schedules to accommodate others (for example, when sharing living quarters).	1	2	3	4	5	Y	N
45	Willingness to accept responsibility for one's own actions.	1	2	3	4	5	Y	N
46	Willingness to comply with assignments, commitments, requirements, and/or instructions regardless of personal feelings about a situation.	1	2	3	4	5	Y	N
47	Willingness to maintain appropriate attention to detail and persist in work activities in order to complete work in a safe, effective and timely manner.	1	2	3	4	5	Y	N
48	Willingness to work without direct supervision.	1	2	3	4	5	Y	N
49	Willingness to maintain high standards of ethical conduct for self and others.	1	2	3	4	5	Y	N
50	Willingness to devote time and effort to all aspects of the job, including those that are routine in nature.	1	2	3	4	5	Y	N

		<i>Importance: How important is this ability/characteristic for successful performance as a Firefighter?</i>					<i>Required on Day 1: Is this ability/characteristic required before entering Probationary Firefighter School?</i>	
		Not Important	Somewhat Important	Important	Very Important	Critical	Yes, must bring this ability or characteristic to Probationary Firefighter School	No, ability or characteristic is acquired during Probationary Firefighter School or on the job
	<i>Note: The information in parentheses in the description of abilities/characteristics is meant to provide some possible examples of how the ability or characteristic might be used on the job. These examples are not the only ways the ability or characteristic might be used on the job.</i>							
51	Ability to learn firefighting procedures and techniques.	1	2	3	4	5	Y	N
52	Ability to learn job-related rules and regulations.	1	2	3	4	5	Y	N
53	Ability to learn to operate tools and equipment used in firefighting activities.	1	2	3	4	5	Y	N
54	Ability to learn to detect common operating problems in tools and equipment.	1	2	3	4	5	Y	N
55	Ability to learn to use computers to enter and retrieve data.	1	2	3	4	5	Y	N
56	Ability to learn about different cultures to know how to interact effectively with others.	1	2	3	4	5	Y	N
57	Ability to plan personal work activities to ensure proper, timely completion of all assigned tasks.	1	2	3	4	5	Y	N
58	Ability to judge the priority of performing different activities.	1	2	3	4	5	Y	N
59	Ability to arrange things or actions in a certain order according to a set of rules (for example, fitting sizes).	1	2	3	4	5	Y	N
60	Ability to rapidly shift between two or more activities to perform multiple tasks simultaneously.	1	2	3	4	5	Y	N
61	Ability to determine the appropriate agency for response when a given incident is not the responsibility of FDNY.	1	2	3	4	5	Y	N
62	Ability to apply physical and mechanical principles to understand the effects of actions on objects in the environment (for example, how objects will fall, how objects in a turning vehicle will move, proper angles for ladder placement).	1	2	3	4	5	Y	N
63	Ability to apply hydraulic principles to understand the effects of actions on objects in the environment (for example, effect of pressure on moving water, movement of water through different size hoses).	1	2	3	4	5	Y	N
64	Ability to use appropriate equipment and instruments to accurately measure physical properties (for example, size, weight, speed, distance, temperature).	1	2	3	4	5	Y	N
65	Ability to perform arithmetic computations (for example, add, subtract, multiply, divide) to solve work problems (for example, number of hose lengths needed to reach a fire).	1	2	3	4	5	Y	N
66	Ability to read, interpret, and calculate statistics including mean, median, mode, and standard deviation sufficient to compile and present department data.	1	2	3	4	5	Y	N
67	Ability to use tables to determine quantities (for example, looking up pressure differentials).	1	2	3	4	5	Y	N
68	Ability to visualize how an object will look from another perspective (for example, when planning approach to a fire scene).	1	2	3	4	5	Y	N
69	Ability to visualize an entire object when only a portion of it is directly observable (for example, a victim that is trapped and partially visible).	1	2	3	4	5	Y	N

		<i>Importance: How important is this ability/characteristic for successful performance as a Firefighter?</i>					<i>Required on Day 1: Is this ability/characteristic required before entering Probationary Firefighter School?</i>	
		Not Important	Somewhat Important	Important	Very Important	Critical	Yes, must bring this ability or characteristic to Probationary Firefighter School	No, ability or characteristic is acquired during Probationary Firefighter School or on the job.
<i>Note: The information in parentheses in the description of abilities/characteristics is meant to provide some possible examples of how the ability or characteristic might be used on the job. These examples are not the only ways the ability or characteristic might be used on the job.</i>								
70	Ability to recognize one's location in relation to other objects in the environment that can no longer be seen (for example, in low visibility due to smoke or darkness).	1	2	3	4	5	Y	N
71	Ability to read and interpret maps to locate addresses, structures, hydrant locations, etc.	1	2	3	4	5	Y	N
72	Ability to analyze mistakes to avoid repeating them (for example, to review fire scene errors after the incident has concluded).	1	2	3	4	5	Y	N
73	Ability to evaluate the usefulness of information to others to determine what information should be shared (for example, determining what information to share with officer or other team members in command at a fire scene).	1	2	3	4	5	Y	N
74	Ability to evaluate the relative risks and rewards of potential actions to choose the most appropriate one (for example, when deciding whether or not to go to the floor above a fire).	1	2	3	4	5	Y	N
75	Ability to apply learned facts or principles to assess a specific situation (for example, recognize potential hazards or threats, anticipate path of fire).	1	2	3	4	5	Y	N
76	Ability to make decisions based on facts and logic (for example, deciding whether to enter a vacant building based on conditions, life hazard, and previous fires).	1	2	3	4	5	Y	N
77	Ability to make decisions based on experience (for example, choice of tools, size of hose to stretch).	1	2	3	4	5	Y	N
78	Ability to identify and follow procedures appropriate to the situation (for example, tool use, rescue techniques).	1	2	3	4	5	Y	N
79	Ability to determine the types and amounts of apparatus, tools, equipment and personnel necessary to properly and safely conduct emergency drills.	1	2	3	4	5	Y	N
80	Ability to take immediate action in an emergency or evolving situation (for example, close the door and wait for a hose line).	1	2	3	4	5	Y	N
81	Ability to identify assistance or resources needed when one's own capability is exceeded (for example, understand when to transmit mayday message).	1	2	3	4	5	Y	N
82	Ability to make a decision when information available is incomplete (for example, no CIDS information available).	1	2	3	4	5	Y	N
83	Ability to make decisions when under pressure or in an emergency (for example, to decide quickly the best escape route).	1	2	3	4	5	Y	N

		<i>Importance: How important is this ability/characteristic for successful performance as a Firefighter?</i>					<i>Required on Day 1: Is this ability/characteristic required before entering Probationary Firefighter School?</i>	
		Not Important	Somewhat Important	Important	Very Important	Critical	Yes, must bring this ability or characteristic to Probationary Firefighter School	No, ability or characteristic is acquired during Probationary Firefighter School or on the job
	<i>Note: The information in parentheses in the description of abilities/characteristics is meant to provide some possible examples of how the ability or characteristic might be used on the job. These examples are not the only ways the ability or characteristic might be used on the job.</i>							
84	Ability to determine when a helicopter company is needed to most effectively fight a fire.	1	2	3	4	5	Y	N
85	Ability to modify reaction to a situation based on rapidly changing conditions (for example, collapse, escalation of fire).	1	2	3	4	5	Y	N
86	Ability to improvise methods and procedures and/or the use of equipment or materials to effectively respond to the situation (for example, changing tool assignments).	1	2	3	4	5	Y	N
87	Willingness to modify one's own behavior when others are reacting negatively.	1	2	3	4	5	Y	N
88	Ability to recall information learned in training even when it is used infrequently.	1	2	3	4	5	Y	N
89	Ability to recall information regarding specific events and activities (for example, tactics used in prior fire scenes).	1	2	3	4	5	Y	N
90	Ability to remember information obtained visually (locations of streets, buildings, fire hydrants).	1	2	3	4	5	Y	N
91	Ability to memorize information from initial observations of the environment (location of victims, hazards, means of entry/exit, firefighting equipment).	1	2	3	4	5	Y	N
92	Ability to accept unplanned changes to work schedules or priorities.	1	2	3	4	5	Y	N
93	Willingness to provide assistance in a wide variety of stressful situations including those involving severe or fatal injury, infectious diseases, or individuals with psychological disturbances.	1	2	3	4	5	Y	N
94	Willingness to risk harm to self to attempt to ensure the safety of others.	1	2	3	4	5	Y	N
95	Willingness to obey orders promptly.	1	2	3	4	5	Y	N
96	Willingness to accept and follow all rules and regulations.	1	2	3	4	5	Y	N
97	Willingness to follow all safety rules, use all safety equipment, and avoid unnecessary risk.	1	2	3	4	5	Y	N
98	Willingness to report violations of rules or regulations to commanding officers.	1	2	3	4	5	Y	N
99	Willingness to give orders to other people.	1	2	3	4	5	Y	N
100	Willingness to represent the Fire Department as a participant in community events (for example, leading firehouse tours).	1	2	3	4	5	Y	N
101	Ability to analyze one's own job performance to determine areas in which improvement can be made.	1	2	3	4	5	Y	N
102	Willingness to seek training or other assistance to ensure needed improvements in job performance are made.	1	2	3	4	5	Y	N

		<i>Importance: How important is this ability/characteristic for successful performance as a Firefighter?</i>					<i>Required on Day 1: Is this ability/characteristic required before entering Probationary Firefighter School?</i>	
		Not Important	Somewhat Important	Important	Very Important	Critical	Yes, must bring this ability or characteristic to Probationary Firefighter School	No, ability or characteristic is acquired during Probationary Firefighter School or on the job.
103	Willingness to master work activities and continue learning throughout career.	1	2	3	4	5	Y	N
104	Willingness to accept constructive criticism without becoming offended.	1	2	3	4	5	Y	N
105	Willingness to ask questions even when to do so indicates lack of knowledge or understanding.	1	2	3	4	5	Y	N
106	Willingness to accept/seek additional responsibilities or challenges as developmental opportunities.	1	2	3	4	5	Y	N
107	Willingness to establish and maintain challenging personal goals.	1	2	3	4	5	Y	N
108	Ability to remain calm and composed when questioned, criticized, or confronted by others.	1	2	3	4	5	Y	N
109	Ability to maintain effective performance in dangerous or otherwise stressful circumstances.	1	2	3	4	5	Y	N
110	Ability to show restraint when exercising authority with the general public.	1	2	3	4	5	Y	N
111	Ability to convey a professional and trustworthy image; to create a positive impression.	1	2	3	4	5	Y	N
112	Willingness to maintain appearance within department standards.	1	2	3	4	5	Y	N
113	Willingness to provide assistance to the general public even in mundane endeavors or requests (for example, locked out, car trouble, directions).	1	2	3	4	5	Y	N
114	Ability to establish personal control of a situation via issuing oral commands and body posture.	1	2	3	4	5	Y	N
115	Ability to maintain control of personal reactions and impulses while taking charge of or handling a disagreeable or dangerous situation.	1	2	3	4	5	Y	N
116	Ability to promptly obtain compliance from victims and bystanders in an emergency situation.	1	2	3	4	5	Y	N
117	Willingness to lead, take charge, and offer opinions and direction, as needed.	1	2	3	4	5	Y	N
118	Awareness of the impact of one's own behavior, decisions, and demeanor on others.	1	2	3	4	5	Y	N
119	Ability to understand situations and events from the perspective of others.	1	2	3	4	5	Y	N
120	Ability to interpret others' tone of voice and nonverbal cues to predict their probable behavior.	1	2	3	4	5	Y	N
121	Ability to anticipate how individuals will react in a given situation, particularly when the situation is dangerous, volatile, or confrontational (for example, anticipating aggressiveness from victims based on their statements or behavior).	1	2	3	4	5	Y	N

		Importance: How important is this ability/characteristic for successful performance as a Firefighter?					Required on Day 1: Is this ability/characteristic required before entering Probationary Firefighter School?	
		Not Important	Somewhat Important	Important	Very Important	Critical	Yes, must bring this ability or characteristic to Probationary Firefighter School	No, ability or characteristic is acquired during Probationary Firefighter School or on the job.
	<i>Note: The information in parentheses in the description of abilities/characteristics is meant to provide some possible examples of how the ability or characteristic might be used on the job. These examples are not the only ways the ability or characteristic might be used on the job.</i>							
122	Ability to interact effectively with other people.	1	2	3	4	5	Y	N
123	Ability to provide constructive criticism without offending the recipient.	1	2	3	4	5	Y	N
124	Ability to demonstrate compassion, emotional support, and empathy for others who may be disturbed or agitated (for example, victims, next-of-kin, disoriented persons).	1	2	3	4	5	Y	N
125	Ability to interact with people of both sexes and of different races/ethnicities, cultural or religious beliefs/practices, sexual orientation, and/or socioeconomic status in a fair and respectful manner.	1	2	3	4	5	Y	N

SUMMARY: Considering all of the abilities and characteristics needed by entry-level firefighters (*before entering Probationary Firefighter School*), what percentage has been covered on this survey?

_____ % (please write in a number between 0 and 100)

Note: Please list any important abilities or characteristics needed by entry-level Firefighters before entering probationary training that are not covered by this survey.

Thank you for your participation.

Appendix D. Job Analysis Survey Sample Description

Table D-1. Job Analysis Survey Target Sample.

	Target No. Participants	Target Percent of Sample	Population (Firefighters & Officers combined)	Percent of Population
Borough				
Manhattan	73	17.9%	1858	17.8%
Bronx	88	21.6%	2234	21.4%
Staten Island	56	13.7%	1411	13.5%
Brooklyn	93	22.8%	2367	22.7%
Queens	98	24.0%	2467	23.7%
Race/Ethnicity				
Asian/Native American	8	2.0%	78	0.7%
Black	40	9.8%	340	3.3%
Hispanic	55	13.5%	701	6.7%
White	305	74.8%	9293	89.2%
Gender				
Female	12	2.9%	27	0.3%
Male	396	97.1%	10390	99.7%
Level				
Firefighter	328	80.4%	8374	80.4%
Lieutenant/Captain	80	19.6%	2043	19.6%
Total	408	100.0%	10417	100.0%

Note: Target sample is approximately 3.5% of Firefighter and officer workforce (371 of 10,417), increased by 10% to account for attrition, resulting in 408 total sample. The target number of surveys was later increased slightly to ensure the targets would be met.

Appendix E. Survey Quality Control Rules

Survey Quality Control Rules

1. Careless responding:

- (a) Task surveys were excluded if for at least 3 of 5 quality check items were rated:
 - * Performed=Yes and Importance ≥ 2 and Frequency ≥ 2 ;
- (b) Ability/Characteristic surveys were excluded if at least 3 of 5 quality check items were rated:
 - * Important ≥ 2 and Day 1=Yes;

2. Did not follow instructions:

- (a) Task surveys were excluded if 5% or more of the tasks had any of the following rating errors:
 - * Performed rating missing;
 - * Task rated as not performed and rated importance or frequency;
 - * Task was rated performed, but failed to make importance or frequency ratings
- (b) Ability/Characteristic Surveys were excluded if 5% or more of the items had any of the following rating errors:
 - * Importance rating missing
 - * Ability/Characteristic rated as not important, but made the Required Day 1 rating anyway
 - * Ability/Characteristic rated at least somewhat important, but failed to make the Required-Day-1 rating

3. Exhibited little or no variance:

- (a) Task surveys were excluded if the SD of ratings across all tasks on 3 scales was extremely low (>2 SDs below the mean SD);
- (b) Ability/Characteristic Survey were excluded if the SD of ratings across all Ability/Characteristics on the 2 scales was extremely low (>2 SDs below the mean SD)

Appendix F. Job Analysis Surveys Retained

Table F-1. Task Surveys Retained.

	Frequency	Percentage
Race/Ethnicity		
Asian or Native American	5	1.4%
Black	24	6.3%
Hispanic	43	11.3%
White	307	81.0%
Gender		
Female	9	2.4%
Male	370	97.6%
Borough		
Bronx	71	18.7%
Brooklyn	81	21.4%
Manhattan	67	17.7%
Queens	76	20.1%
Staten Island	84	22.2%
Job Title		
Firefighter	265	69.9%
Officer	114	30.1%
Total	379	100.0%

Table F-2. Ability/Characteristic Surveys Retained.

	Frequency	Percentage
Race/Ethnicity		
Asian or Native American	5	1.4%
Black	23	6.5%
Hispanic	41	11.6%
White	285	80.5%
Gender		
Female	9	2.5%
Male	345	97.5%
Borough		
Bronx	67	18.9%
Brooklyn	78	22.0%
Manhattan	64	18.1%
Queens	69	19.5%
Staten Island	76	21.5%
Job Title		
Firefighter	247	69.8%
Officer	107	30.2%
Total	354	100.0%

Table F-3. Final Job Analysis Survey Sample Characteristics.

	Frequency	Percentage	
Job Title			
Captain	15	3.7%	
Firefighter	284	70.6%	
Lieutenant	103	25.6%	
Borough			
Bronx	76	18.9%	
Brooklyn	83	20.6%	
Manhattan	73	18.2%	
Queens	81	20.1%	
Staten Island	89	22.1%	
Unit Type			
Battalion	65	16.2%	
Division	1	0.2%	
Engine	201	50.0%	
Ladder	135	33.6%	
Duty Code			
Full duty active	387	96.3%	
Full duty admin detail	13	3.2%	
Permanent Modified	2	0.5%	
Gender			
Female	9	2.2%	
Male	393	97.8%	
Race/Ethnicity			
Asian	4	1.0%	
Black	26	6.5%	
Hispanic	46	11.4%	
Native American	1	0.2%	
White	325	80.8%	
Age Bracket			
20 - 29	50	12.4%	
30 - 39	185	46.0%	
40 - 49	120	29.9%	
50 - 59	45	11.2%	
>= 60	2	0.5%	
	Median	Minimum	Maximum
Tenure at FDNY	9	2	32
Tenure in Current Title	7	<1	33

Appendix G. Job Task Survey Summary Statistics

Task	Performed			Frequency			Importance		
	N	% Perform	SD	N	Mean	SD	N	Mean	SD
001-Inspects personal protective gear to ensure safe and proper operation (for example, breathes into mask to ensure no leaks, checks gauge on tank to ensure it is full, etc.).	379	100.0%	0.00	379	6.99	0.26	379	4.93	0.27
002-Checks apparatus to ensure proper and safe operation (for example, lights, sufficient fuel, hand holds, restraining devices, door locks, etc.).	379	65.7%	0.48	249	6.76	0.79	248	4.25	0.84
003-Inspects apparatus to ensure all necessary tools and equipment are available on apparatus (for example, extra air bottles, all hose lengths, all ladders, etc.).	379	100.0%	0.00	379	6.96	0.42	379	4.67	0.51
004-Inspects tools and equipment to ensure safe and proper operation (for example, starts power saws to ensure no malfunctions; checks blade on wood saw to ensure sufficient number of teeth; checks radios, batteries, etc.).	379	100.0%	0.00	379	6.97	0.33	379	4.74	0.48
005-Cleans tools and maintains equipment on a routine basis and after use at incident scene (for example, hooks, saw blades, etc.).	378	100.0%	0.00	378	6.70	0.63	376	4.14	0.82
006-Cleans apparatus on a routine basis after use to ensure proper and safe operation.	378	95.2%	0.21	357	5.81	0.89	359	3.26	1.00
007-Communicates needed repair or specialized cleaning of personal gear, tools, and equipment as warranted.	376	97.1%	0.17	360	5.77	1.60	365	4.13	0.88
008-Checks heating and diesel fuel tank levels.	374	69.0%	0.46	256	6.21	1.27	255	3.09	1.03
009-Cleans the various rooms in the fire house (for example, quarters, kitchen, etc.).	373	100.0%	0.00	372	6.90	0.40	373	3.10	1.01
010-Shops for food and prepares meals.	374	97.6%	0.15	363	6.82	0.62	365	2.81	1.08
011-Tests emergency generators (for example, portable, station, etc.).	379	82.1%	0.38	310	5.46	1.59	308	3.48	0.94
012-Submits daily staffing reports to office of staffing.	368	7.6%	0.27	27	6.04	1.81	28	3.25	1.24
013-Makes preliminary evaluation of incident based on alarm information received (for example, alarm type, building type, potential life hazard, etc.).	379	96.3%	0.19	365	6.90	0.45	365	4.52	0.65
014-Dons personal protective equipment appropriately (for example, bunker gear, helmet, boots, hood, gloves, SCBA, etc.).	378	100.0%	0.00	378	6.91	0.50	378	4.90	0.34
015-Determines route for apparatus based on alarm information, route cards, etc.	378	16.1%	0.37	61	6.25	1.63	61	3.70	1.04

Task	Performed			Frequency			Importance		
	N	% Perform	SD	N	Mean	SD	N	Mean	SD
016-Drives apparatus from one point to another in accordance with alarm information and purpose of trip, sounding horn or siren appropriately.	379	6.1%	0.24	23	6.52	1.08	23	4.48	0.79
017-Communicates and receives information while in route (for example, receives updates from officer and dispatch in apparatus, listens to radio, etc.).	378	85.7%	0.35	323	6.83	0.61	323	4.43	0.72
018-Operates rear cab of tiller truck while in route from one point to another.	376	8.5%	0.28	32	6.06	1.50	31	4.45	0.72
019-Assists with maneuvering and positioning of apparatus appropriately at incident scene.	379	76.8%	0.42	286	6.22	1.23	289	4.00	0.87
020-Positions the apparatus at the fire scene.	375	5.3%	0.22	19	5.84	2.01	20	3.90	1.21
021-Requests removal of vehicles blocking route to incident scene.	378	47.6%	0.50	178	5.30	1.63	177	3.65	0.94
022-Issues summonses to uncooperative citizens and vehicle owners, when necessary.	379	80.2%	0.40	303	2.48	1.52	302	2.52	0.87
023-Sets out traffic cones or flares to block traffic lanes or streets.	379	96.6%	0.18	364	4.48	1.51	366	3.79	0.91
024-Keeps spectators and bystanders clear of incident scene.	376	63.0%	0.48	232	4.47	1.62	232	3.35	0.93
025-At scene, reports the cause of the alarm to the officer (for example, fire, smoke, malfunctioning equipment, etc.).	376	59.3%	0.49	220	5.33	1.63	219	4.05	0.90
026-Attempts to calm down or reassure citizens in distress at an incident scene.	379	84.4%	0.36	319	4.26	1.79	319	3.28	0.94
027-Determines level of life hazard at fire scene by considering factors such as building construction, street conditions, time of day, etc.	379	91.0%	0.29	342	5.83	1.44	344	4.49	0.67
028-Evaluates possible building layout, including layout of individual apartments, based on location of fire escapes and other information.	378	97.1%	0.17	366	6.10	1.30	367	4.46	0.69
029-Determines best means to get to roof of building (for example, from adjoining building, fire escape, ladder, etc.).	379	96.0%	0.20	363	6.08	1.31	364	4.65	0.56
030-Surveys building by inspecting its perimeter and height.	378	94.2%	0.23	352	6.13	1.27	354	4.31	0.75
031-Locates utility meters and shuts off gas or electricity to structure.	379	83.1%	0.38	314	5.23	1.58	314	3.98	0.86
032-Selects type of extinguisher needed for a particular situation (for example, dry chemical, purple-K, foam, water, etc.).	379	92.1%	0.27	347	5.34	1.61	347	4.16	0.79
033-Investigates potentially dangerous situations using meters (for example, CO detectors, gas meters, etc.).	379	73.9%	0.44	280	5.71	1.41	280	4.29	0.77

Task	Performed			Frequency			Importance		
	N	% Perform	SD	N	Mean	SD	N	Mean	SD
034-Communicates information in person or via handie-talkie to others at the incident scene.	379	98.7%	0.11	372	6.24	1.16	373	4.47	0.70
035-Determines appropriate point of entry into structure for assigned position based on location of fire, building type, security concerns, etc.	377	80.6%	0.40	304	5.95	1.34	304	4.47	0.67
036-Determines which tools and equipment should be taken from apparatus based on assigned position, structure type, location of fire, etc.	379	98.4%	0.12	373	6.53	1.02	373	4.62	0.56
037-Carries appropriate equipment to fire scene such as circular saws, chain saws, etc.	378	97.1%	0.17	366	6.22	1.21	367	4.58	0.63
038-Maintain awareness of position of other firefighters in reference to fire or emergency.	375	95.2%	0.21	355	6.15	1.28	354	4.48	0.65
039-Communicates with civilians or other emergency service personnel at incident scene to obtain necessary information, to be forwarded to supervisor.	379	83.1%	0.38	314	5.68	1.38	314	3.96	0.84
040-Illuminates incident scene using portable and/or apparatus lights.	379	69.4%	0.46	261	4.21	1.72	261	3.41	0.90
041-Recognizes hazardous material identification placards, icons, etc., and acts accordingly.	377	83.8%	0.37	315	3.74	2.01	315	4.21	0.87
042-Stabilizes apparatus by using wheel chocks, pads, jacks outriggers, etc.	379	63.6%	0.48	241	4.99	1.57	241	4.16	0.81
043-Uses controls to raise, rotate and extend aerial or tower ladder for supported or unsupported operations while watching for power lines, trees and other overhead obstructions.	379	54.4%	0.50	205	4.55	1.72	204	4.35	0.78
044-Sets up ladder pipe operations with aerial ladders by clamping master stream appliances to tip of aerial ladder, securing 3	379	59.1%	0.49	224	2.36	1.54	224	3.56	1.01
045-Engages ladder locks prior to climbing aerial ladder.	375	56.5%	0.50	212	4.25	1.86	212	4.17	0.93
046-Climbs up and down aerial ladders.	371	96.2%	0.19	357	4.92	1.54	353	4.46	0.69
047-Determines appropriate ladder type and size needed at incident scene.	379	97.9%	0.14	368	4.89	1.59	370	4.41	0.67
048-Carries portable ladder from truck to incident scene.	378	99.2%	0.09	375	4.74	1.57	375	4.14	0.79
049-Determines proper placement of ladder at scene.	377	91.8%	0.28	346	4.66	1.61	346	4.46	0.65
050-Raises, lowers and places portable ladder into position at incident scene.	379	98.4%	0.12	372	4.63	1.59	373	4.38	0.67
051-Repositions ladders as necessary to climb outside of building.	377	94.7%	0.22	356	4.40	1.67	357	4.31	0.71
052-Butts ladders for other members.	373	99.2%	0.09	370	4.48	1.60	369	4.20	0.78
053-Climbs up and down portable ladder to gain entrance into building.	379	98.4%	0.12	370	4.26	1.61	370	4.27	0.73

Task	Performed			Frequency			Importance		
	N	% Perform	SD	N	Mean	SD	N	Mean	SD
054-Climbs up and down fire escape to enter building on appropriate floor.	377	96.8%	0.18	365	4.04	1.70	365	4.22	0.74
055-Carries tools and operates tools safely on a ladder.	376	97.6%	0.15	364	4.40	1.67	365	4.46	0.63
056-Utilizes a drop ladder on a fire escape.	377	96.0%	0.20	362	3.74	1.75	359	4.01	0.85
057-Forces doors using axes, maul, halligan tools or other forcible entry tools.	379	99.5%	0.07	377	4.86	1.61	377	4.58	0.58
058-Cuts open doors, metal grills or gates using power saws, torches or other tools.	379	95.3%	0.21	360	3.86	1.66	360	4.39	0.66
059-Breaches wooden brick, or masonry walls using mauls, axes or other tools.	379	93.9%	0.24	356	2.63	1.74	355	4.12	0.80
060-Removes locks or hinges from doors using rabbit tools, K tools, bolt cutters or other forcible entry tools.	379	97.9%	0.14	371	3.83	1.68	368	4.26	0.75
061-Controls doors after gaining entry to fire area (for example, closes door, etc.).	379	97.6%	0.15	369	4.02	1.72	367	4.78	0.46
062-Views perimeter of the building to determine if there are victims needing assistance, at windows, on ledges, or who have jumped.	378	93.9%	0.24	353	4.24	1.82	355	4.64	0.59
063-Searches smoke-filled structures for seat of fire and extensions.	379	94.5%	0.23	355	3.89	1.55	358	4.71	0.52
064-Uses portable extinguisher to restrict fire for search and rescue.	377	96.6%	0.18	364	3.86	1.61	363	4.70	0.54
065-Identifies hazardous conditions in course of search.	379	95.8%	0.20	363	3.87	1.63	361	4.66	0.56
066-Informs others of hazardous conditions identified during search.	379	97.4%	0.16	369	3.84	1.66	367	4.75	0.49
067-Searches floors above fire, including stairwells, bulkheads and roofs, for occupants who need to be moved or rescued.	378	94.7%	0.22	356	3.83	1.59	356	4.70	0.52
068-Searches fire floor and fire area for conscious and unconscious victims, sweeping assigned search area with arms, legs, or tools.	379	97.4%	0.16	368	3.74	1.57	368	4.76	0.46
069-Deploys and operates search rope.	378	71.7%	0.45	270	2.64	1.66	270	4.48	0.67
070-Lowers victims or firefighters using ropes, knots and rescue harnesses.	379	92.3%	0.27	347	2.22	1.77	350	4.71	0.60
071-Uses life belt and life saving rope to slide down from a ledge or roof of a building.	379	92.9%	0.26	350	2.12	1.63	352	4.69	0.64
072-Drags or carries unconscious or weak victims down stairs, hallways, ladders or fire escapes.	377	99.2%	0.09	372	2.38	1.55	373	4.62	0.63
073-Places victims onto stretchers, backboards or Stokes baskets.	378	99.2%	0.09	372	4.05	1.76	374	4.23	0.81

Task	Performed			Frequency			Importance		
	N	% Perform	SD	N	Mean	SD	N	Mean	SD
074-Positions tower ladder bucket to be aligned with window ledges or other openings from which the rescue is to be made.	379	45.1%	0.50	171	3.09	1.61	170	4.42	0.79
075-Instructs person on upper floors as to appropriate actions, such as staying put, descending to lower floors via fire escapes or fire stairs, etc.	379	84.2%	0.37	319	2.66	1.62	319	4.28	0.79
076-Positions aerial ladder to be aligned with window ledges or other openings from which the rescue is to be made.	378	38.4%	0.49	144	2.97	1.68	144	4.40	0.80
077-Communicates information regarding victim location and condition to incident commander using radio.	379	90.5%	0.29	343	2.80	1.76	342	4.56	0.65
078-Forces doors and windows in structures manually or by using halligan tools, rabbit tools, axes and other tools.	379	97.6%	0.15	368	4.05	1.65	368	4.61	0.58
079-Determines best locations and timing for venting structure based on location of fire and fire personnel.	378	65.6%	0.48	248	3.52	1.74	248	4.68	0.57
080-Forces bulkhead door or scuttle using halligan tools, halligan hooks, axes, saws, mauls and other tools.	379	93.4%	0.25	354	3.54	1.70	354	4.60	0.57
081-Climbs onto and off bulkhead to ventilate a building.	376	87.8%	0.33	329	3.05	1.70	329	4.43	0.72
082-Hangs smoke ejectors (fans) from ladders, in doors, windows, or holes in roofs or walls.	379	83.1%	0.38	315	2.42	1.46	314	3.39	0.94
083-Removes scuttle covers and skylights from roofs.	372	91.9%	0.27	340	3.24	1.65	340	4.38	0.72
084-Cuts holes in roofs and floors using axes, power saws, and other equipment.	378	93.4%	0.25	351	2.89	1.62	352	4.53	0.61
085-Sets up and starts portable and non-portable generators.	377	92.8%	0.26	347	3.10	1.76	347	3.44	0.95
086-Deploys anti-ventilation mechanisms (for example, fire window blanket).	379	90.2%	0.30	341	2.15	1.51	340	4.35	0.80
087-Creates emergency egress (VES – ventilation entry search).	377	91.5%	0.28	344	3.25	1.71	345	4.63	0.58
088-Tests hydrant before hooking up to ensure it is functional.	379	91.0%	0.29	342	6.09	1.41	344	4.82	0.41
089-Puts engine in pump gear and primes engine pump.	379	45.4%	0.50	171	4.61	1.98	171	4.34	0.86
090-Connects suction hose between hydrant and engine, or establishes water supply from another unit.	379	77.3%	0.42	292	4.63	1.71	293	4.56	0.69
091-Tightens loose couplings on supply line with a spanner wrench.	378	93.4%	0.25	351	4.41	1.68	352	3.95	0.97
092-Opens hydrants and siamese caps using the proper tool and method.	377	93.6%	0.24	353	5.22	1.73	351	4.21	0.82
093-Stretches a line to another engine or to a tower or aerial ladder.	379	95.8%	0.20	363	3.47	1.73	363	4.15	0.78

Task	Performed			Frequency			Importance		
	N	% Perform	SD	N	Mean	SD	N	Mean	SD
094-Hooks up engine to supply water to a standpipe system and/or sprinkler system.	378	62.4%	0.48	234	3.38	1.77	236	4.34	0.75
095-Determines size and number of lengths of hose line needed to reach fire, using information regarding structure type and distance from structure.	379	88.9%	0.31	336	4.47	1.84	336	4.71	0.54
096-Selects appropriate hose couplings and fittings to connect lines, changing couplings when needed.	378	89.2%	0.31	337	4.07	1.82	337	4.44	0.67
097-Carries uncharged hose line off hose bed to incident scene through hallways, up stairs, around corners, etc.	379	98.4%	0.12	371	4.69	1.69	372	4.56	0.64
098-Chocks open doors and windows to ensure they stay open.	376	98.4%	0.13	368	4.91	1.72	370	4.45	0.69
099-Hoists hoses to incident scene using utility ropes.	374	94.9%	0.22	353	2.65	1.54	354	3.90	0.85
100-Flakes out hose lines prior to charging so that no kinks or small bends impede operations.	379	99.2%	0.09	375	4.56	1.58	376	4.69	0.53
101-Uses hose strap to support hose on staircase or ladders.	375	97.9%	0.14	367	3.37	1.70	366	4.03	0.89
102-Disconnects (breaks) hose lines at back step after needed lengths have been removed from hose bed.	379	93.4%	0.25	353	4.06	1.60	353	4.37	0.77
103-Bleeds line of air in safe area so as not to feed fire.	378	98.1%	0.13	370	4.02	1.61	371	4.48	0.70
104-Operates nozzle at front of hose line to direct stream appropriately.	378	98.4%	0.13	369	3.93	1.59	371	4.71	0.52
105-Removes kinks from hose line during extinguishment to ensure proper operations.	379	99.2%	0.09	374	4.05	1.60	376	4.65	0.56
106-Secures and replaces burst hose lengths.	379	95.3%	0.21	361	2.52	1.75	361	4.64	0.62
107-Feeds charged hose lines to other firefighters.	379	95.0%	0.22	360	3.97	1.55	360	4.51	0.63
108-Changes nozzle for different conditions.	379	86.8%	0.34	328	3.24	1.74	329	3.99	0.83
109-Applies water using hose to extinguish fires, using sweeping and/or circular motions.	378	98.4%	0.13	372	3.84	1.58	370	4.48	0.63
110-Uses length of hose off front of rig to extinguish small fires, such as car fires, trash fires, etc.	377	98.1%	0.14	369	4.25	1.45	370	3.78	0.84
111-Uses portable extinguisher to extinguish or control fire.	376	97.1%	0.17	365	3.95	1.53	364	4.01	0.84
112-Operates deck gun, manifolds or multi-versal to apply water to structures on fire.	377	94.7%	0.22	357	2.46	1.51	357	3.85	0.84
113-Operates foam equipment and lines.	378	96.8%	0.18	366	2.13	1.47	364	3.85	0.82

Task	Performed			Frequency			Importance		
	N	% Perform	SD	N	Mean	SD	N	Mean	SD
114-Uses senses such as touch, smell, sight, hearing to locate hidden pockets of fire in structures.	379	91.0%	0.29	344	3.60	1.56	344	4.11	0.80
115-Opens and/or pulls down floors ceilings, walls, etc. using hooks, axes, saws and other tools.	377	96.0%	0.20	360	3.77	1.52	360	4.16	0.77
116-Minimizes damage to personal property of victims.	374	93.9%	0.24	349	3.93	1.75	349	3.49	0.96
117-Lifts, carries, drags, pushes and/or piles furniture, clothing, appliances and other valuables.	379	92.3%	0.27	348	3.27	1.57	349	2.97	0.89
118-Covers piled property, walls, floors and stairways with salvage covers.	379	81.3%	0.39	307	2.78	1.43	307	2.76	0.89
119-Shuts off or wedges automatic sprinkler systems.	378	75.9%	0.43	285	2.56	1.43	287	2.93	0.87
120-Removes fire debris from fire floors.	379	88.1%	0.32	333	3.03	1.41	334	3.03	0.92
121-Removes water using de-watering pumps.	379	67.5%	0.47	255	2.00	1.31	256	2.66	0.86
122-Trims broken glass from window frames.	379	94.7%	0.22	357	3.24	1.51	358	3.42	0.93
123-Covers openings in walls or windows with plastic sheets.	376	88.6%	0.32	330	2.60	1.32	330	2.56	0.89
124-Shuts down pumps.	379	29.8%	0.46	113	3.31	1.74	113	3.25	1.02
125-Backs lines out of buildings.	379	97.6%	0.15	365	3.75	1.38	366	3.18	0.95
126-Drains lines outside of buildings.	376	98.9%	0.10	369	3.86	1.40	371	3.15	0.99
127-Rolls and folds up wet or dry hoses and returns them to appropriate apparatus.	379	99.2%	0.09	374	3.98	1.45	376	3.43	0.94
128-Returns all tools, equipment, supplies and property to the appropriate apparatus.	379	100.0%	0.00	375	4.48	1.63	378	3.76	0.94
129-Cleans hoses if needed before packing in hose bed.	378	89.2%	0.31	332	3.51	1.60	337	3.14	1.04
130-Drags frozen hose to apparatus for transport back to house.	378	94.2%	0.23	349	2.33	1.60	355	3.25	0.97
131-Refills booster tank from hydrant or other source.	371	83.6%	0.37	307	4.71	1.77	307	4.30	0.86
132-Leads discussion of activities performed at a fire scene to reinforce use of Standard Operating Procedures (SOP's) and improve tactics.	378	21.7%	0.41	81	4.09	2.03	82	3.85	0.94
133-Posts signs to identify alarm boxes that are out of order.	379	69.1%	0.46	260	2.24	1.51	261	3.11	1.11
134-Schedules fire prevention inspections to ensure all facilities requiring inspection are inspected at appropriate intervals.	379	2.6%	0.16	10	4.30	2.26	10	3.30	1.25
135-Inspects buildings to determine location of standpipes, elevators, stairwells, exits, and other information which would be useful in fighting a	379	99.5%	0.07	377	5.67	1.11	377	3.90	0.85

Task	Performed			Frequency			Importance		
	N	% Perform	SD	N	Mean	SD	N	Mean	SD
fire in the building.									
136-Inspects buildings for compliance with fire code regulations (for example, clear fire stairs and bulkheads, alarm equipment is present and in working order, etc.).	379	95.5%	0.21	362	5.69	0.96	361	3.78	0.84
137-Responds to complaints regarding unsafe conditions (for example, locked exits, possible structural problems, etc.).	379	95.0%	0.22	360	4.34	1.49	360	3.73	0.83
138-Advises building personnel/superintendent as to the actions which should be taken to prevent further recurrences in the case of a malfunctioning alarm; advises personnel/superintendent on sanctions that could be taken if problem is not fixed.	379	46.4%	0.50	176	4.67	1.56	175	3.62	0.81
139-Advises building personnel/superintendent on conditions which should be corrected in the building which were noted in the course of responding to the alarm.	378	45.8%	0.50	172	4.34	1.76	172	3.59	0.88
140-Becomes familiar with building occupants, staff, and individuals who are designated for specific functions, such as HVAC system and fire safety director, during inspections.	377	59.7%	0.49	224	4.25	1.77	225	3.20	0.94
141-Inspects hydrants to ensure they are operational.	374	100.0%	0.00	371	4.79	1.96	374	4.45	0.74
142-Notifies officer of hydrants needing repair.	376	99.7%	0.05	373	4.34	1.79	375	4.35	0.76
143-Places and removes disks on hydrants and sprinklers/standpipes siamese, to indicate their status.	373	99.7%	0.05	371	4.12	1.73	370	4.29	0.77
144-Completes forms or cards on inspected structures or hydrants by checking appropriate boxes on form and writing in pertinent information.	379	64.6%	0.48	242	5.20	1.34	245	3.67	0.91
145-Fills out and issues violations on inspected structures, as warranted.	379	91.6%	0.28	345	4.37	1.59	346	3.27	0.85
146-Identifies and correctly marks structures to identify areas of questionable stability or hazard.	379	79.4%	0.40	299	3.48	1.80	299	3.97	0.86
147-Identifies flammable or hazardous materials by placards, odor, and sight.	378	87.3%	0.33	329	3.54	1.83	330	3.90	0.87
148-Digs to free victims trapped in tunnels, pipes, excavations, cave-ins or other entrapments using shovels, picks, spades, shoring materials, and other equipment.	379	64.4%	0.48	244	1.73	1.38	244	4.24	0.81
149-Stabilizes vehicle using jacks, chocks, and stepchocks during extrication.	379	95.3%	0.21	361	3.31	1.58	361	4.28	0.73
150-Forces doors, breaks windows or other parts of vehicles using hurst tools, halligan tools, drills, air chisels and other tools.	378	95.8%	0.20	362	3.35	1.50	362	4.17	0.76

Task	Performed			Frequency			Importance		
	N	% Perform	SD	N	Mean	SD	N	Mean	SD
151-Moves heavy objects, materials and other obstructions in order to free or gain access to trapped victims, using air bags, chains and hoists, jacks, shoring materials, hurst tools and other hydraulic tools.	379	90.2%	0.30	342	2.91	1.59	341	4.20	0.74
152-Puts elevator into firefighter service to control elevator.	379	86.5%	0.34	328	3.93	1.87	328	4.05	0.80
153-Uses elevator which has been put into fire service to ascend to appropriate floor.	379	93.7%	0.24	355	3.85	1.85	355	4.06	0.79
154-Locates stalled elevator cars.	379	88.1%	0.32	334	4.07	1.84	334	3.67	0.86
155-Attempts to free stalled elevator car by mechanical or electrical means (for example, call buttons, etc.).	379	79.9%	0.40	302	4.04	1.84	300	3.56	0.89
156-Forces entry into stalled elevator cars using physical force (for example, uses hook to depress door mechanism, forces apart doors using halligan tools, air bags, etc.).	379	93.9%	0.24	355	3.66	1.83	354	3.61	0.80
157-Carries extrication equipment such as hurst tools, generators, spreaders, etc. to and from incident scene.	379	95.3%	0.21	361	3.52	1.58	360	3.84	0.85
158-Uses air bags to lift heavy equipment, force open elevator doors, gain entry to enclosed spaces, etc.	379	92.1%	0.27	348	2.70	1.52	348	3.85	0.85
159-Shuts off power prior to removing passengers trapped in elevators.	379	91.6%	0.28	346	4.08	1.90	346	4.39	0.78
160-Turns off gas and ventilates area in gas leak response.	376	93.9%	0.24	351	4.50	1.73	352	4.27	0.77
161-Secures downed electrical wires and surrounding area.	371	71.2%	0.45	262	3.45	1.75	261	4.23	0.80
162-Carries out emergency procedures in case of subway/train accidents or malfunctions (for example, track fire or derailment).	377	87.5%	0.33	328	2.71	1.65	327	4.13	0.82
163-Rescues drowning victims.	379	75.5%	0.43	283	1.55	1.28	285	4.33	0.84
164-Uses torches to gain entrance, extricate and remove victims.	377	68.4%	0.47	258	1.66	1.37	257	3.76	0.95
165-Ensures incident scene safety.	379	91.8%	0.27	347	6.00	1.51	347	4.52	0.66
166-Takes precautions to prevent the transfer of such things as blood or diseases (for example, wears gloves, washes hands, taking BSI precautions, etc.).	379	99.5%	0.07	376	6.44	1.13	376	4.78	0.48
167-Makes primary assessment of victims to provide the level of first aid needed (for example, checks vital signs, bleeding, etc.).	379	98.9%	0.10	374	6.36	1.20	374	4.61	0.58
168-Provides direct medical assistance to injured or ill citizens, victims of crime, etc. (for example, basic life support, CPR, etc.).	379	100.0%	0.00	379	5.88	1.53	379	4.53	0.66

Task	Performed			Frequency			Importance		
	N	% Perform	SD	N	Mean	SD	N	Mean	SD
169-Sets up and administers a defibrillator as needed.	378	98.4%	0.13	370	4.13	1.85	372	4.66	0.61
170-Assists injured or ill civilians, victims of crime, etc. in getting appropriate medical treatment.	375	97.9%	0.14	366	5.38	1.82	366	4.25	0.73
171-Assists EMS personnel during transport or as needed.	376	93.6%	0.24	351	4.83	2.06	350	3.71	0.91
172-Records and documents type and level of assistance given.	376	18.9%	0.39	71	5.11	2.11	71	3.55	0.97
173-Conducts carry-downs, carry-ups, and other transport of non-ambulatory civilians.	379	93.7%	0.24	355	4.43	1.74	354	3.38	0.95
174-Participates in multi-unit drills.	379	100.0%	0.00	379	5.20	0.95	378	4.10	0.74
175-Reviews/critiques past activities at the end of operations at the fire scene, upon return to quarters or on next tour.	377	95.5%	0.21	359	5.10	1.46	360	4.06	0.72
176-Participates in drills to practice basic company skills (for example, raising ladders, stretching hoses, etc.).	379	100.0%	0.00	379	6.10	1.13	378	4.24	0.69
177-Participates in drills in which working fire activities are practiced.	376	95.2%	0.21	357	5.41	1.66	356	4.22	0.74
178-Participates in drills in which a response to an emergency is simulated (for example, extricating a person trapped in a vehicle).	379	98.7%	0.11	373	4.56	1.80	373	4.15	0.74
179-Participates in inter-agency drills (for example, Police Department or Con Edison Drills).	378	89.7%	0.30	339	1.98	1.30	338	3.57	0.90
180-Participates in drills that simulate responses to a terrorist attack and/or HAZMAT conditions.	379	95.8%	0.20	363	2.21	1.41	362	3.98	0.84
181-Participates in all scheduled firefighter procedural drills.	379	97.9%	0.14	369	5.51	1.69	370	4.06	0.79
182-Engage in continuing education activities (for example, updating probie notebook, learning safe haven processes for handling abused children and spouses, etc.).	379	95.8%	0.20	361	5.73	1.73	361	3.67	0.90
183-Conducts fire education and safety instruction with the public.	377	70.8%	0.46	264	3.13	1.56	266	3.11	0.92
184-Enforces the department's fire safety education program by scheduling events and ensuring all personnel participate regularly.	379	8.7%	0.28	32	3.22	2.06	32	3.47	1.02
185-Monitors alarms, radio, and dispatch equipment and records information received.	379	98.2%	0.13	370	6.75	0.80	372	4.25	0.79
186-Receives alarm information from dispatcher, computer, or over the phone.	379	98.7%	0.11	372	6.69	0.93	374	4.43	0.71
187-Notifies station personnel of incoming alarms and required responses.	379	98.2%	0.13	370	6.79	0.76	372	4.52	0.66

Task	Performed			Frequency			Importance		
	N	% Perform	SD	N	Mean	SD	N	Mean	SD
188-Keeps log of all station house events in company journal.	379	94.7%	0.22	357	6.80	0.64	358	3.86	0.93
189-Records calls that come in over the computer or from the dispatcher.	378	95.0%	0.22	357	6.81	0.67	357	3.89	0.94
190-Answers department phone and log calls into journal.	379	84.4%	0.36	318	6.76	0.74	319	3.57	0.99
191-Responds to questions and concerns of civilians who come into the station off the street.	378	88.4%	0.32	332	5.73	1.50	333	3.43	0.88
192-Maintains front of quarters from having any material that would interfere with apparatus response.	379	99.5%	0.07	374	6.51	1.14	375	4.10	0.86

Appendix H. Ability/Characteristic Survey Summary Statistics

Ability/Characteristic	Importance			Required on Day 1		
	N	Mean	SD	N	Mean	SD
001-Ability to read and interpret short messages written in English (for example, notes, log entries, teleprinter tickets).	354	4.80	0.50	354	0.97	0.18
002-Ability to read routine documents written in English (for example, bulletins, articles, notices, announcements) to keep apprised of current job-related information.	354	4.71	0.57	353	0.99	0.11
003-Ability to read and interpret technical materials written in English (for example, instructional manuals, operating manuals, and other official FDNY documents) to learn new information and/or update job knowledge.	354	4.69	0.59	353	0.93	0.25
004-Ability to read written material at the firefighting site that would indicate how to fight the fire (for example, placards about flammables, chemicals).	350	4.66	0.68	347	0.71	0.45
005-Ability to write brief notes/statements in English (for example, fill in forms, log entries, take messages) legibly, completely, and accurately.	353	4.47	0.75	352	0.96	0.20
006-Ability to write narrative statements and paragraphs in English (for example, incident reports, report of personal actions) to clearly and accurately convey the necessary information.	351	4.01	1.13	339	0.86	0.35
007-Ability to listen to, and understand information on how to perform a task or series of tasks from a trainer or others (for example, instructions from a commanding officer, training information on specific steps to follow in different situations).	354	4.75	0.49	352	0.97	0.17
008-Ability to understand information presented orally in English, both in person (for example, in a training session) and from a variety of communications devices (for example, radio, phone, intercom).	353	4.73	0.53	351	0.97	0.17
009-Ability to listen to and understand people in emergency situations (for example, people who are upset, frightened, confused).	354	4.49	0.67	354	0.81	0.39
010-Ability to state ideas clearly and concisely when speaking in English (for example, giving instructions, explaining procedures, providing technical information).	353	4.48	0.73	352	0.89	0.31
011-Ability to communicate orally with people from a broad range of backgrounds, including individuals with limited English language capability.	354	3.43	1.06	338	0.64	0.48
012-Ability to transmit information clearly, concisely, and in accordance with proper procedures using a variety of communications devices (for example, radio, phone, intercom).	354	4.35	0.76	353	0.65	0.48
013-Ability to provide information to people who are distraught or anxious in a way that does not upset them further.	353	3.89	0.91	346	0.54	0.50
014-Ability to communicate importance and priority in spoken communications, using voice control and gestures to achieve desired effects.	352	3.85	0.98	338	0.60	0.49
015-Ability to determine when to activate the emergency response plan (for example, during periods of high fire	346	3.32	1.46	277	0.15	0.36

Ability/Characteristic	Importance			Required on Day 1		
	N	Mean	SD	N	Mean	SD
activity).						
016-Ability to quickly and accurately compare letters, numbers, information and objects (for example, addresses, names, radio codes) to determine if they are the same or different.	349	4.27	0.85	344	0.78	0.42
017-Ability to concentrate on the work to be performed in spite of distractions, keeping aware of one's surroundings (for example, during a highway accident).	352	4.54	0.65	350	0.77	0.42
018-Ability to remain attentive while performing routine or repetitive tasks (for example, taking up hose line).	354	4.06	0.90	350	0.82	0.38
019-Ability to monitor gauges, dials, or other indicators to make sure a machine or equipment is functioning properly.	350	4.08	0.91	343	0.40	0.49
020-Ability to observe a scene to quickly determine what is happening and what is unusual; and to locate important features (for example, victims, hazards, means of entry/exit, and firefighting equipment).	351	4.43	0.72	347	0.44	0.50
021-Ability to observe another person performing/demonstrating an activity to learn how to perform the activity.	354	4.29	0.72	353	0.86	0.35
022-Ability to use muscular force to lift, push, pull, drag, carry, objects, materials, equipment and/or people.	353	4.65	0.59	352	0.93	0.26
023-Ability to use muscular force to physically control victims as needed (for example, during roof rope rescue).	353	4.57	0.65	353	0.79	0.41
024-Ability to exert maximum muscular force to use equipment or perform other activities (for example, when using hook, axe, carrying a hose).	354	4.60	0.58	353	0.84	0.37
025-Ability to exert muscular force quickly to initiate action (for example, to start a chain saw, force a door).	353	4.61	0.58	353	0.84	0.37
026-Ability to maintain a high level of physical effort (for example, advancing hose line) under difficult environmental conditions (for example, heat, smoke, darkness).	353	4.72	0.48	353	0.80	0.40
027-Ability to bend, twist, stretch, and reach with the body, arms, and/or legs (for example, on a fire escape, entering a window).	354	4.53	0.63	354	0.86	0.35
028-Ability to maintain or regain body balance when on an unstable surface (for example, on debris).	353	4.32	0.76	353	0.88	0.32
029-Ability to use equipment while on a ladder at a height of up to 100 feet.	353	4.44	0.74	352	0.36	0.48
030-Ability to work at heights (for example, on a roof, in an elevator shaft).	352	4.46	0.66	351	0.67	0.47
031-Ability to coordinate the rapid movement of arms, legs, and/or the torso while the entire body is in motion (for example, climbing a ladder).	351	4.48	0.69	349	0.79	0.41
032-Ability to quickly and accurately adjust the controls of a machine or vehicle to exact positions (for example, water pressure, gas valves).	354	4.06	0.92	347	0.25	0.44
033-Ability to coordinate work activities and adjust own actions in relation to others to achieve objectives.	353	4.12	0.81	350	0.70	0.46
034-Ability to influence other firefighters toward accomplishment of a goal.	352	3.70	1.00	340	0.43	0.50
035-Ability to resolve interpersonal conflicts that interfere with the effectiveness of the team.	353	3.83	0.98	347	0.71	0.45
036-Willingness to adapt to and become a member of an established team.	353	4.43	0.75	353	0.90	0.30

Ability/Characteristic	Importance			Required on Day 1		
	N	Mean	SD	N	Mean	SD
037-Willingness to assist, advise, and encourage others who are new to the Department or a position.	351	4.13	0.83	351	0.67	0.47
038-Willingness to request assistance from a co-worker or supervisor when necessary to complete an assignment.	354	4.17	0.75	354	0.83	0.38
039-Willingness to offer information and/or assistance and information to co-workers when it appears necessary or when it would facilitate task accomplishment.	353	4.10	0.80	353	0.83	0.38
040-Willingness to work/participate in a community living environment.	353	4.25	0.81	350	0.87	0.34
041-Willingness to do one's share of the work including performance of undesirable tasks.	354	4.47	0.67	354	0.94	0.25
042-Willingness to display a pleasant, cooperative attitude toward other members of the team.	353	4.16	0.80	352	0.94	0.24
043-Willingness to show respect toward those with more experience or in a position of authority.	354	4.51	0.63	354	0.94	0.24
044-Willingness to adapt personal habits and schedules to accommodate others (for example, when sharing living quarters).	354	4.19	0.79	353	0.88	0.32
045-Willingness to accept responsibility for one's own actions.	353	4.61	0.60	352	0.98	0.14
046-Willingness to comply with assignments, commitments, requirements, and/or instructions regardless of personal feelings about a situation.	353	4.43	0.70	349	0.93	0.25
047-Willingness to maintain appropriate attention to detail and persist in work activities in order to complete work in a safe, effective and timely manner.	353	4.36	0.69	352	0.88	0.32
048-Willingness to work without direct supervision.	352	4.31	0.75	352	0.79	0.41
049-Willingness to maintain high standards of ethical conduct for self and others.	352	4.49	0.65	352	0.98	0.15
050-Willingness to devote time and effort to all aspects of the job, including those that are routine in nature.	352	4.29	0.74	351	0.87	0.33
051-Ability to learn firefighting procedures and techniques.	353	4.75	0.49	353	0.74	0.44
052-Ability to learn job-related rules and regulations.	354	4.52	0.68	354	0.75	0.44
053-Ability to learn to operate tools and equipment used in firefighting activities.	351	4.74	0.49	351	0.65	0.48
054-Ability to learn to detect common operating problems in tools and equipment.	353	4.19	0.77	351	0.40	0.49
055-Ability to learn to use computers to enter and retrieve data.	351	3.05	1.13	320	0.34	0.47
056-Ability to learn about different cultures to know how to interact effectively with others.	352	3.17	1.12	321	0.62	0.49
057-Ability to plan personal work activities to ensure proper, timely completion of all assigned tasks.	353	3.65	0.92	348	0.69	0.46
058-Ability to judge the priority of performing different activities.	353	3.91	0.84	352	0.66	0.47
059-Ability to arrange things or actions in a certain order according to a set of rules (for example, fitting sizes).	353	3.94	0.84	349	0.64	0.48
060-Ability to rapidly shift between two or more activities to perform multiple tasks simultaneously.	354	4.00	0.84	353	0.76	0.43
061-Ability to determine the appropriate agency for response when a given incident is not the responsibility of FDNY.	350	2.77	1.19	278	0.06	0.23
062-Ability to apply physical and mechanical principles to understand the effects of actions on objects in the	354	3.92	0.94	349	0.39	0.49

Ability/Characteristic	Importance			Required on Day 1		
	N	Mean	SD	N	Mean	SD
environment (for example, how objects will fall, how objects in a turning vehicle will move, proper angles for ladder placement).						
063-Ability to apply hydraulic principles to understand the effects of actions on objects in the environment (for example, effect of pressure on moving water, movement of water through different size hoses).	353	3.70	1.02	340	0.16	0.37
064-Ability to use appropriate equipment and instruments to accurately measure physical properties (for example, size, weight, speed, distance, temperature).	353	3.57	1.11	333	0.35	0.48
065-Ability to perform arithmetic computations (for example, add, subtract, multiply, divide) to solve work problems (for example, number of hose lengths needed to reach a fire).	353	4.25	0.90	348	0.86	0.35
066-Ability to read, interpret, and calculate statistics including mean, median, mode, and standard deviation sufficient to compile and present department data.	351	2.70	1.37	254	0.45	0.50
067-Ability to use tables to determine quantities (for example, looking up pressure differentials).	352	3.45	1.08	331	0.39	0.49
068-Ability to visualize how an object will look from another perspective (for example, when planning approach to a fire scene).	354	3.84	0.94	348	0.57	0.50
069-Ability to visualize an entire object when only a portion of it is directly observable (for example, a victim that is trapped and partially visible).	352	3.93	0.93	349	0.62	0.49
070-Ability to recognize one's location in relation to other objects in the environment that can no longer be seen (for example, in low visibility due to smoke or darkness).	352	4.27	0.81	351	0.44	0.50
071-Ability to read and interpret maps to locate addresses, structures, hydrant locations, etc.	353	4.05	0.88	350	0.75	0.43
072-Ability to analyze mistakes to avoid repeating them (for example, to review fire scene errors after the incident has concluded)..	354	4.33	0.75	354	0.77	0.42
073-Ability to evaluate the usefulness of information to others to determine what information should be shared (for example, determining what information to share with officer in command or other team members at a fire scene).	353	4.14	0.79	353	0.49	0.50
074-Ability to evaluate the relative risks and rewards of potential actions to choose the most appropriate one (for example, when deciding whether or not to go to the floor above a fire).	354	4.49	0.69	353	0.37	0.48
075-Ability to apply learned facts or principles to assess a specific situation (for example, recognize potential hazards or threats, anticipate path of fire).	352	4.40	0.73	350	0.48	0.50
076-Ability to make decisions based on facts and logic (for example, deciding whether to enter a vacant building based on conditions, life hazard, and previous fires).	353	4.52	0.71	351	0.61	0.49
077-Ability to make decisions based on experience (for example, choice of tools, size of hose to stretch).	353	4.39	0.78	348	0.41	0.49
078-Ability to identify and follow procedures appropriate to the situation (for example, tool use, rescue techniques).	353	4.44	0.72	351	0.50	0.50
079-Ability to determine the types and amounts of apparatus, tools, equipment and personnel necessary to properly	352	3.49	1.23	312	0.06	0.24

Ability/Characteristic	Importance			Required on Day 1		
	N	Mean	SD	N	Mean	SD
and safely conduct emergency drills.						
080-Ability to take immediate action in an emergency or evolving situation (for example, close the door and wait for a hose line).	353	4.48	0.67	352	0.36	0.48
081-Ability to identify assistance or resources needed when one's own capability is exceeded (for example, understand when to transmit mayday message).	353	4.55	0.70	350	0.33	0.47
082-Ability to make a decision when information available is incomplete (for example, no CIDS information available).	353	4.25	0.79	349	0.40	0.49
083-Ability to make decisions when under pressure or in an emergency (for example, to decide quickly the best escape route).	351	4.60	0.63	351	0.67	0.47
084-Ability to determine when a helicopter company is needed to most effectively fight a fire.	346	1.56	1.06	93	0.04	0.20
085-Ability to modify reaction to a situation based on rapidly changing conditions (for example, collapse, escalation of fire).	352	4.47	0.75	348	0.45	0.50
086-Ability to improvise methods and procedures and/or the use of equipment or materials to effectively respond to the situation (for example, changing tool assignments).	354	4.14	0.81	350	0.38	0.49
087-Willingness to modify one's own behavior when others are reacting negatively.	354	4.01	0.91	348	0.89	0.32
088-Ability to recall information learned in training even when it is used infrequently.	354	4.27	0.73	354	0.86	0.35
089-Ability to recall information regarding specific events and activities (for example, tactics used in prior fire scenes).	354	4.31	0.69	352	0.76	0.43
090-Ability to remember information obtained visually (locations of streets, buildings, fire hydrants).	353	4.27	0.72	353	0.83	0.37
091-Ability to memorize information from initial observations of the environment (location of victims, hazards, means of entry/exit, firefighting equipment).	353	4.35	0.74	352	0.82	0.39
092-Ability to accept unplanned changes to work schedules or priorities.	353	3.86	0.86	348	0.80	0.40
093-Willingness to provide assistance in a wide variety of stressful situations including those involving severe or fatal injury, infectious diseases, or individuals with psychological disturbances.	354	4.15	0.82	350	0.67	0.47
094-Willingness to risk harm to self to attempt to ensure the safety of others.	354	4.50	0.78	350	0.89	0.31
095-Willingness to obey orders promptly.	352	4.71	0.52	352	0.96	0.19
096-Willingness to accept and follow all rules and regulations.	353	4.62	0.62	353	0.96	0.19
097-Willingness to follow all safety rules, use all safety equipment, and avoid unnecessary risk.	353	4.61	0.61	353	0.86	0.35
098-Willingness to report violations of rules or regulations to commanding officers.	353	3.81	1.02	342	0.67	0.47
099-Willingness to give orders to other people.	353	3.39	1.22	316	0.53	0.50
100-Willingness to represent the Fire Department as a participant in community events (for example, leading	354	3.57	1.08	341	0.58	0.49

Ability/Characteristic	Importance			Required on Day 1		
	N	Mean	SD	N	Mean	SD
firehouse tours).						
101-Ability to analyze one's own job performance to determine areas in which improvement can be made.	354	4.03	0.83	353	0.79	0.41
102-Willingness to seek training or other assistance to ensure needed improvements in job performance are made.	354	4.11	0.84	350	0.78	0.41
103-Willingness to master work activities and continue learning throughout career.	351	4.30	0.77	349	0.85	0.36
104-Willingness to accept constructive criticism without becoming offended.	350	4.37	0.72	350	0.95	0.23
105-Willingness to ask questions even when to do so indicates lack of knowledge or understanding.	354	4.34	0.70	354	0.92	0.27
106-Willingness to accept/seek additional responsibilities or challenges as developmental opportunities.	354	4.05	0.87	352	0.84	0.37
107-Willingness to establish and maintain challenging personal goals.	354	3.90	0.93	349	0.85	0.36
108-Ability to remain calm and composed when questioned, criticized, or confronted by others.	354	4.17	0.84	352	0.91	0.28
109-Ability to maintain effective performance in dangerous or otherwise stressful circumstances.	353	4.53	0.62	353	0.65	0.48
110-Ability to show restraint when exercising authority with the general public.	353	4.11	0.75	353	0.70	0.46
111-Ability to convey a professional and trustworthy image; to create a positive impression.	353	4.19	0.77	353	0.83	0.38
112-Willingness to maintain appearance within department standards.	354	4.08	0.84	353	0.75	0.43
113-Willingness to provide assistance to the general public even in mundane endeavors or requests (for example, locked out, car trouble, directions).	354	3.97	0.78	354	0.73	0.44
114-Ability to establish personal control of a situation via issuing oral commands and body posture.	354	3.77	0.92	347	0.65	0.48
115-Ability to maintain control of personal reactions and impulses while taking charge of or handling a disagreeable or dangerous situation.	353	4.07	0.82	351	0.72	0.45
116-Ability to promptly obtain compliance from victims and bystanders in an emergency situation.	353	3.86	0.91	344	0.42	0.49
117-Willingness to lead, take charge, and offer opinions and direction, as needed.	352	3.84	1.02	339	0.63	0.48
118-Awareness of the impact of one's own behavior, decisions, and demeanor on others.	353	4.12	0.80	353	0.90	0.30
119-Ability to understand situations and events from the perspective of others.	354	3.84	0.85	351	0.85	0.36
120-Ability to interpret others' tone of voice and nonverbal cues to predict their probable behavior.	353	3.55	1.02	339	0.72	0.45
121-Ability to anticipate how individuals will react in a given situation, particularly when the situation is dangerous, volatile, or confrontational (for example, anticipating aggressiveness from victims based on their statements or behavior).	352	3.78	0.92	349	0.56	0.50
122-Ability to interact effectively with other people.	354	4.36	0.73	354	0.95	0.21
123-Ability to provide constructive criticism without offending the recipient.	354	3.70	1.03	340	0.77	0.42
124-Ability to demonstrate compassion, emotional support, and empathy for others who may be disturbed or agitated (for example, victims, next-of-kin, disoriented persons).	350	3.84	0.87	348	0.71	0.46

Ability/Characteristic	Importance			Required on Day 1		
	N	Mean	SD	N	Mean	SD
125-Ability to interact with people of both sexes and of different races/ethnicities, cultural or religious beliefs/practices, sexual orientation, and/or socioeconomic status in a fair and respectful manner.	350	4.23	0.84	350	0.92	0.27

Appendix I. Core Tasks and Abilities/Characteristics

Table I-1. Core Tasks and Task Categories

Task Category	Task
1. STATION AND EQUIPMENT MAINTENANCE/CHORES	001-Inspects personal protective gear to ensure safe and proper operation (for example, breathes into mask to ensure no leaks, checks gauge on tank to ensure it is full, etc.).
	003-Inspects apparatus to ensure all necessary tools and equipment are available on apparatus (for example, extra air bottles, all hose lengths, all ladders, etc.).
	004-Inspects tools and equipment to ensure safe and proper operation (for example, starts power saws to ensure no malfunctions; checks blade on wood saw to ensure sufficient number of teeth; checks radios, batteries, etc.).
	005-Cleans tools and maintains equipment on a routine basis and after use at incident scene (for example, hooks, saw blades, etc.).
	007-Communicates needed repair or specialized cleaning of personal gear, tools, and equipment as warranted.
2. INITIAL RESPONSE TO INCIDENT / DRIVING	013-Makes preliminary evaluation of incident based on alarm information received (for example, alarm type, building type, potential life hazard, etc.).
	014-Dons personal protective equipment appropriately (for example, bunker gear, helmet, boots, hood, gloves, SCBA, etc.).
	017-Communicates and receives information while in route (for example, receives updates from officer and dispatch in apparatus, listens to radio, etc.).
	019-Assists with maneuvering and positioning of apparatus appropriately at incident scene.
3. SIZE-UP AND INITIAL ACTIONS	027-Determines level of life hazard at fire scene by considering factors such as building construction, street conditions, time of day, etc.
	028-Evaluates possible building layout, including layout of individual apartments, based on location of fire escapes and other information.

Task Category	Task
	029-Determines best means to get to roof of building (for example, from adjoining building, fire escape, ladder, etc.). 030-Surveys building by inspecting its perimeter and height. 032-Selects type of extinguisher needed for a particular situation (for example, dry chemical, purple-K, foam, water, etc.). 033-Investigates potentially dangerous situations using meters (for example, CO detectors, gas meters, etc.). 034-Communicates information in person or via handie-talkie to others at the incident scene. 035-Determines appropriate point of entry into structure for assigned position based on location of fire, building type, security concerns, etc. 036-Determines which tools and equipment should be taken from apparatus based on assigned position, structure type, location of fire, etc. 037-Carries appropriate equipment to fire scene such as circular saws, chain saws, etc. 038-Maintain awareness of position of other firefighters in reference to fire or emergency. 041-Recognizes hazardous material identification placards, icons, etc., and acts accordingly.
4. LADDER OPERATION	046-Climbs up and down aerial ladders.
	047-Determines appropriate ladder type and size needed at incident scene. 048-Carries portable ladder from truck to incident scene. 049-Determines proper placement of ladder at scene. 050-Raises, lowers and places portable ladder into position at incident scene. 051-Repositions ladders as necessary to climb outside of building. 052-Butts ladders for other members. 053-Climbs up and down portable ladder to gain entrance into building. 054-Climbs up and down fire escape to enter building on appropriate floor.
5. CLIMBING AND PORTABLE LADDER ACTIVITIES	

Task Category	Task
6. BUILDING ENTRY	055-Carries tools and operates tools safely on a ladder.
	056-Utilizes a drop ladder on a fire escape.
	057-Forces doors using axes, maul, halligan tools or other forcible entry tools.
	058-Cuts open doors, metal grills or gates using power saws, torches or other tools.
	059-Breaches wooden brick or masonry walls using mauls, axes or other tools.
	060-Removes locks or hinges from doors using rabbit tools, K tools, bolt cutters or other forcible entry tools.
7. SEARCH	061-Controls doors after gaining entry to fire area (for example, closes door, etc.).
	062-Views perimeter of the building to determine if there are victims needing assistance, at windows, on ledges, or who have jumped.
	063-Searches smoke-filled structures for seat of fire and extensions.
	064-Uses portable extinguisher to restrict fire for search and rescue.
	065-Identifies hazardous conditions in course of search.
	066-Informs others of hazardous conditions identified during search.
	067-Searches floors above fire, including stairwells, bulkheads and roofs, for occupants who need to be moved or rescued.
	068-Searches fire floor and fire area for conscious and unconscious victims, sweeping assigned search area with arms, legs, or tools.
	069-Deploys and operates search rope.
8. VICTIM REMOVAL	070-Lowers victims or firefighters using ropes, knots and rescue harnesses.
	071-Uses life belt and life saving rope to slide down from a ledge or roof of a building.
	072-Drags or carries unconscious or weak victims down stairs, hallways, ladders or fire escapes.
	073-Places victims onto stretchers, backboards or Stokes baskets.
	075-Instructs person on upper floors as to appropriate actions, such as staying put, descending to lower floors via fire escapes or fire stairs, etc.

Task Category	Task
	077-Communicates information regarding victim location and condition to incident commander using radio.
9. VENTILATION	078-Forces doors and windows in structures manually or by using halligan tools, rabbit tools, axes and other tools.
	080-Forces bulkhead door or scuttle using halligan tools, halligan hooks, axes, saws, mauls and other tools.
	081-Climbs onto and off bulkhead to ventilate a building.
	083-Removes scuttle covers and skylights from roofs.
	084-Cuts holes in roofs and floors using axes, power saws, and other equipment.
	086-Deploys anti-ventilation mechanisms (for example, fire window blanket).
	087- Creates emergency egress (VES – ventilation entry search).
10. ENGINE COMPANY OPERATIONS	088-Tests hydrant before hooking up to ensure it is functional.
	090-Connects suction hose between hydrant and engine, or establishes water supply from another unit.
	092-Opens hydrants and siamese caps using the proper tool and method.
	093-Stretches a line to another engine or to a tower or aerial ladder.
	095-Determines size and number of lengths of hose line needed to reach fire, using information regarding structure type and distance from structure.
	096-Selects appropriate hose couplings and fittings to connect lines, changing couplings when needed.
	097-Carries uncharged hose line off hose bed to incident scene through hallways, up stairs, around corners, etc.
	098-Chocks open doors and windows to ensure they stay open.
	100-Flakes out hose lines prior to charging so that no kinks or small bends impede operations.
	101-Uses hose strap to support hose on staircase or ladders.
	102-Disconnects (breaks) hose lines at back step after needed lengths have been removed from hose bed.

Task Category	Task
	103-Bleeds line of air in safe area so as not to feed fire. 104-Operates nozzle at front of hose line to direct stream appropriately. 105-Removes kinks from hose line during extinguishment to ensure proper operations. 106-Secures and replaces burst hose lengths. 107-Feeds charged hose lines to other firefighters. 109-Applies water using hose to extinguish fires, using sweeping and/or circular motions. 111-Uses portable extinguisher to extinguish or control fire.
11. OVERHAUL	114-Uses senses such as touch, smell, sight, hearing to locate hidden pockets of fire in structures. 115-Opens and/or pulls down floors ceilings, walls, etc. using hooks, axes, saws and other tools.
12. CLEAN UP / PICK UP	131-Refills booster tank from hydrant or other source.
13. INSPECTION OF BUILDINGS/HYDRANTS/ALARM BOXES	141-Inspects hydrants to ensure they are operational. 142-Notifies officer of hydrants needing repair. 143-Places and removes disks on hydrants and sprinklers/standpipes siamese, to indicate their status.
14. RESCUE / EXTRICATION	149-Stabilizes vehicle using jacks, chocks, and stepchocks during extrication. 150-Forces doors, breaks windows or other parts of vehicles using hurst tools, halligan tools, drills, air chisels and other tools. 151-Moves heavy objects, materials and other obstructions in order to free or gain access to trapped victims, using air bags, chains and hoists, jacks, shoring materials, hurst tools and other hydraulic tools. 152-Puts elevator into firefighter service to control elevator. 153-Uses elevator which has been put into fire service to ascend to appropriate floor. 159-Shuts off power prior to removing passengers trapped in elevators. 160-Turns off gas and ventilates area in gas leak response. 161-Secures downed electrical wires and surrounding area. 162-Carries out emergency procedures in case of subway/train

Task Category	Task
	accidents or malfunctions (for example, track fire or derailment). 163-Rescues drowning victims.
15. PROVIDING MEDICAL ASSISTANCE	165-Ensures incident scene safety. 166-Takes precautions to prevent the transfer of such things as blood or diseases (for example, wears gloves, washes hands, taking BSI precautions, etc.). 167-Makes primary assessment of victims to provide the level of first aid needed (for example, checks vital signs, bleeding, etc.). 168-Provides direct medical assistance to injured or ill citizens, victims of crime, etc. (for example, basic life support, CPR, etc.). 169-Sets up and administers a defibrillator as needed. 170-Assists injured or ill civilians, victims of crime, etc. in getting appropriate medical treatment.
16. TRAINING	174-Participates in multi-unit drills. 175-Reviews/critiques past activities at the end of operations at the fire scene, upon return to quarters or on next tour. 176-Participates in drills to practice basic company skills (for example, raising ladders, stretching hoses, etc.). 177-Participates in drills in which working fire activities are practiced. 178-Participates in drills in which a response to an emergency is simulated (for example, extricating a person trapped in a vehicle). 181-Participates in all scheduled firefighter procedural drills.
17. HOUSE WATCH DUTIES	185-Monitors alarms, radio, and dispatch equipment and records information received. 186-Receives alarm information from dispatcher, computer, or over the phone. 187-Notifies station personnel of incoming alarms and required responses. 192-Maintains front of quarters from having any material that would interfere with apparatus response.

Table I-2. Core Abilities and Characteristics.

Ability/Characteristic
001-Ability to read and interpret short messages written in English (for example, notes, log entries, teleprinter tickets).
002-Ability to read routine documents written in English (for example, bulletins, articles, notices, announcements) to keep apprised of current job-related information.
003-Ability to read and interpret technical materials written in English (for example, instructional manuals, operating manuals, and other official FDNY documents) to learn new information and/or update job knowledge.
005-Ability to write brief notes/statements in English (for example, fill in forms, log entries, take messages) legibly, completely, and accurately.
007-Ability to listen to, and understand information on how to perform a task or series of tasks from a trainer or others (for example, instructions from a commanding officer, training information on specific steps to follow in different situations).
008-Ability to understand information presented orally in English, both in person (for example, in a training session) and from a variety of communications devices (for example, radio, phone, intercom).
009-Ability to listen to and understand people in emergency situations (for example, people who are upset, frightened, confused).
010-Ability to state ideas clearly and concisely when speaking in English (for example, giving instructions, explaining procedures, providing technical information).
016-Ability to quickly and accurately compare letters, numbers, information and objects (for example, addresses, names, radio codes) to determine if they are the same or different.
017-Ability to concentrate on the work to be performed in spite of distractions, keeping aware of one's surroundings (for example, during a highway accident).
018-Ability to remain attentive while performing routine or repetitive tasks (for example, taking up hose line).
021-Ability to observe another person performing/demonstrating an activity to learn how to perform the activity.
022-Ability to use muscular force to lift, push, pull, drag, carry, objects, materials, equipment and/or people.
023-Ability to use muscular force to physically control victims as needed (for example, during roof rope rescue).
024-Ability to exert maximum muscular force to use equipment or perform other activities (for example, when using hook, axe, carrying a hose).
025-Ability to exert muscular force quickly to initiate action (for example, to start a chain saw, force a door).
026-Ability to maintain a high level of physical effort (for example, advancing hose line) under difficult environmental conditions (for example, heat, smoke, darkness).

Ability/Characteristic
027-Ability to bend, twist, stretch, and reach with the body, arms, and/or legs (for example, on a fire escape, entering a window).
031-Ability to coordinate the rapid movement of arms, legs, and/or the torso while the entire body is in motion (for example, climbing a ladder).
036-Willingness to adapt to and become a member of an established team.
038-Willingness to request assistance from a co-worker or supervisor when necessary to complete an assignment.
039-Willingness to offer information and/or assistance and information to co-workers when it appears necessary or when it would facilitate task accomplishment.
040-Willingness to work/participate in a community living environment.
041-Willingness to do one's share of the work including performance of undesirable tasks.
042-Willingness to display a pleasant, cooperative attitude toward other members of the team.
043-Willingness to show respect toward those with more experience or in a position of authority.
044-Willingness to adapt personal habits and schedules to accommodate others (for example, when sharing living quarters).
045-Willingness to accept responsibility for one's own actions.
046-Willingness to comply with assignments, commitments, requirements, and/or instructions regardless of personal feelings about a situation.
047-Willingness to maintain appropriate attention to detail and persist in work activities in order to complete work in a safe, effective and timely manner.
048-Willingness to work without direct supervision.
049-Willingness to maintain high standards of ethical conduct for self and others.
050-Willingness to devote time and effort to all aspects of the job, including those that are routine in nature.
051-Ability to learn firefighting procedures and techniques.
052-Ability to learn job-related rules and regulations.
065-Ability to perform arithmetic computations (for example, add, subtract, multiply, divide) to solve work problems (for example, number of hose lengths needed to reach a fire).
072-Ability to analyze mistakes to avoid repeating them (for example, to review fire scene errors after the incident has concluded).
088-Ability to recall information learned in training even when it is used infrequently.
089-Ability to recall information regarding specific events and activities (for example, tactics used in prior fire scenes).

Ability/Characteristic
094-Willingness to risk harm to self to attempt to ensure the safety of others.
095-Willingness to obey orders promptly.
096-Willingness to accept and follow all rules and regulations.
097-Willingness to follow all safety rules, use all safety equipment, and avoid unnecessary risk.
102-Willingness to seek training or other assistance to ensure needed improvements in job performance are made.
103-Willingness to master work activities and continue learning throughout career.
104-Willingness to accept constructive criticism without becoming offended.
105-Willingness to ask questions even when to do so indicates lack of knowledge or understanding.
106-Willingness to accept/seek additional responsibilities or challenges as developmental opportunities.
108-Ability to remain calm and composed when questioned, criticized, or confronted by others.
111-Ability to convey a professional and trustworthy image; to create a positive impression.
112-Willingness to maintain appearance within department standards.
115-Ability to maintain control of personal reactions and impulses while taking charge of or handling a disagreeable or dangerous situation.
118-Awareness of the impact of one's own behavior, decisions, and demeanor on others.
122-Ability to interact effectively with other people.
125-Ability to interact with people of both sexes and of different races/ethnicities, cultural or religious beliefs/practices, sexual orientation, and/or socioeconomic status in a fair and respectful manner.

Appendix J. Linkage Rating Survey

Figure J-1. Sample Linkage Rating Survey.

FDNY
Fire Department, City of New York

LINKAGE SURVEY
Form A



In this survey, you are asked to indicate whether various abilities and other characteristics are critical to the performance of different Firefighter task categories. Please be sure to review and respond to all of the statements. Your responses will be treated confidentially and will not be used to make decisions affecting your personal job. Thank you for your time and assistance.

Background Information

Name: _____

Date: ____ / ____ / ____
Month Day Year

Job Title: _____

Borough: _____

Unit: _____

Years in current position at FDNY: _____

Total years served at FDNY: _____

The following information is requested for research-purposes only and is optional.

Gender: Male
 Female

Race/Ethnicity: Black (not of Hispanic origin)
 Asian or Pacific Islander
 Hispanic or Latino
 American Indian or Alaskan Native
 White (not of Hispanic origin)
 Two or More races

Section I - Ability/Characteristic Ratings

Instructions

This section contains a list of abilities and other characteristics that were determined by over 400 firefighters and officers across boroughs to be critical for successful performance of entry-level Firefighter work. For each ability or characteristic, please indicate how critical each ability or characteristic is for performing each identified category of Firefighter tasks listed in the separate handout entitled 'Firefighter Task Categories'. The Firefighter task categories are defined and described in the accompanying reference document. Please refer to this document throughout completion of the survey.

Criticality Rating

Use the following scale to rate the criticality of each ability and characteristic:

E = Essential This ability or characteristic is essential to the successful performance of one or more tasks in this category.

H = Helpful This ability or characteristic is helpful in performing one or more tasks in this category. Tasks in this category could be performed without this ability or characteristic, although it would be more difficult or time consuming.

II = Not Relevant This ability or characteristic is not needed to perform any task in this category.

Please read each ability and characteristic and rate its criticality for performing each category of Firefighter work tasks indicated. *Please circle either "E", "H", or "N" in the box underneath each Firefighter task category.*

Note: The information in parentheses in the description of each ability and characteristic is meant to provide some possible examples of how the ability or characteristic might be used on the job. These examples are not the only ways the ability or characteristic might be used on the job.

EXAMPLE ABILITY/CHARACTERISTIC RATING

		Task Categories															
		1. Station & Equipment Maintenance/Check	2. Initial Response to Incident/Drill	3. Set-Up & Initial Actions	4. Ladder Operation	5. Climb Up & Portable Ladder Activities	6. Building Entry	7. Search	8. Victim Removal	9. Ventilation	10. Engine Company Operations	11. Overhaul	12. Clean Up/Pick Up	13. Inspection of Building/Structures/Alarm Boxes	14. Reception/Extrication	15. Providing Medical Assistance	16. Training
A	Ability to use muscular force to physically control victims as needed (for example, during roll rope rescue).	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N
B	Ability to memorize information from initial observations of the environment (for example, location of victims, hazards, means of entry/exit, firefighting equipment).	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N
C	Ability to show restraint when exercising authority with the general public.	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N

	Task Categories																
	1. Station & Equipment Maintenance/Chores	2. Initial Response to Incident/Driving	3. Set-Up & Initial Actions	4. Ladder Operation	5. Climbing & Portable Ladder Activities	6. Building Entry	7. Search	8. Victim Removal	9. Ventilation	10. Engine Company Operations	11. Overhaul	12. Clean Up/Pick Up	13. Inspection of Buildings/Hydrants/Alarm Boxes	14. Rescue/Extrication	15. Providing Medical Assistance	16. Training	17. House Watch Duties
1 Ability to read and interpret short messages written in English (for example, notes, log entries, teleprintertickets)	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
2 Ability to read and interpret technical materials written in English (for example, instructional manuals, operating manuals, and other official FDNY documents) to learn new information and/or update job knowledge.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
3 Ability to write brief notes/statements in English (for example, fill in forms, log entries, take messages) legibly, completely, and accurately.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
4 Ability to listen to, and understand information on how to perform a task or series of tasks from a trainer or others (for example, instructions from a commanding officer, training information on specific steps to follow in different situations).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
5 Ability to listen to and understand people in emergency situations (for example, people who are upset, frightened, confused).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
6 Ability to transmit information clearly, concisely, and in accordance with proper procedures using a variety of communications devices (for example, radio, phone, intercom).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
7 Ability to communicate importance and priority in spoken communications, using voice control and gestures to achieve desired effects.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
8 Ability to concentrate on the work to be performed in spite of distractions, keeping aware of one's surroundings (for example, during a highway accident).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
9 Ability to monitor gauges, dials, or other indicators to make sure a machine or equipment is functioning properly.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
10 Ability to observe another person performing/demonstrating an activity to learn how to perform the activity.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
11 Ability to use muscular force to physically control victims as needed (for example, during roof rope rescue).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	

Ability/Characteristic	Task Categories																
	1. Station & Equipment Maintenance/Chores	2. Initial Response to Incident/Driving	3. Set-up & Initial Actions	4. Ladder Operation	5. Climbing & Portable Ladder Activities	6. Building Entry	7. Search	8. Victim Removal	9. Ventilation	10. Engine Company Operations	11. Overhaul	12. Clean Up/Pick Up	13. Inspection of Buildings/Hydrants/Alarm Boxes	14. Rescue/Extrication	15. Providing Medical Assistance	16. Training	17. House Watch Duties
12 Ability to exert muscular force quickly to initiate action (for example, to start a chain saw, force a door).	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N
13 Ability to bend, twist, stretch, and reach with the body, arms, and/or legs (for example, on a fire escape, entering a window).	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N
14 Ability to use equipment while on a ladder at a height of up to 100 feet.	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N
15 Ability to coordinate the rapid movement of arms, legs, and/or torso while the entire body is in motion (for example, climbing a ladder).	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N
16 Ability to coordinate work activities and adjust own actions in relation to others to achieve objectives.	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N
17 Willingness to adapt to and become a member of an established team.	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N
18 Willingness to request assistance from a co-worker or supervisor when necessary to complete an assignment.	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N
19 Willingness to work/participate in a community living environment.	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N
20 Willingness to display a pleasant, cooperative attitude toward other members of the team.	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N
21 Willingness to adapt personal habits and schedules to accommodate others (for example, when sharing living quarters).	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N
22 Willingness to comply with assignments, commitments, requirements, and/or instructions regardless of personal feelings about a situation.	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N
23 Willingness to work without direct supervision.	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N	E-H-N

Ability/Characteristic	Task Categories																
	1. Station & Equipment Maintenance/Chores	2. Initial Response to Incident/Driving	3. Size-Up & Initial Actions	4. Ladder Operation	5. Climbing & Portable Ladder Activities	6. Building Entry	7. Search	8. Victim Removal	9. Ventilation	10. Engine Company Operations	11. Overhaul	12. Clean Up/Pick Up	13. Inspection of Buildings/Hydrants/Alarm Boxes	14. Rescue/Extrication	15. Providing Medical Assistance	16. Training	17. House Watch Duties
24 Willingness to devote time and effort to all aspects of the job, including those that are routine in nature.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
25 Ability to learn job-related rules and regulations.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
26 Ability to learn to detect common operating problems in tools and equipment.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
27 Ability to arrange things or actions in a certain order according to a set of rules (for example, fitting sizes).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
28 Ability to apply physical and mechanical principles to understand the effects of actions on objects in the environment (for example, how objects will fall, how objects in a turning vehicle will move, proper angles for ladder placement).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
29 Ability to visualize how an object will look from another perspective (for example, when planning approach to a fire scene).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
30 Ability to recognize one's location in relation to other objects in the environment that can no longer be seen (for example, in low visibility due to smoke or darkness).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
31 Ability to analyze mistakes to avoid repeating them (for example, to review fire scene errors after the incident has concluded).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
32 Ability to evaluate the relative risks and rewards of potential actions to choose the most appropriate one (for example, when deciding whether or not to go to the floor above a fire).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
33 Ability to make decisions based on facts and logic (for example, deciding whether to enter a vacant building based on conditions, life hazard, and previous fires).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
34 Ability to identify and follow procedures appropriate to the situation (for example, tool use, rescue techniques).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
35 Ability to identify assistance or resources needed when one's own capability is exceeded (for example, understand when to transmit mayday message).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	

Use the following scale to rate the criticality of each ability and characteristic:	Task Categories																
	1. Station & Equipment Maintenance/Chores	2. Initial Response to Incident/Driving	3. Set-Up & Initial Actions	4. Ladder Operation	5. Climbing & Portable Ladder Activities	6. Building Entry	7. Search	8. Victim Removal	9. Ventilation	10. Engine Company Operations	11. Overhaul	12. Clean Up/Pick Up	13. Inspection of Buildings/Hydrants/Alarm Boxes	14. Rescue/Extrication	15. Providing Medical Assistance	16. Training	17. House Watch Duties
36 Ability to make decisions when under pressure or in an emergency (for example, to decide quickly the best escape route).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N
37 Ability to improvise methods and procedures and/or the use of equipment or materials to effectively respond to the situation (for example, changing tool assignments).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N
38 Ability to recall information learned in training even when it is used infrequently.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N
39 Ability to remember information obtained visually (locations of streets, buildings, fire hydrants).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N
40 Ability to accept unplanned changes to work schedules or priorities.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N
41 Willingness to risk harm to self to attempt to ensure the safety of others.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N
42 Willingness to accept and follow all rules and regulations.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N
43 Willingness to report violations of rules or regulations to commanding officers.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N
44 Willingness to seek training or other assistance to ensure needed improvements in job performance are made.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N
45 Willingness to accept constructive criticism without becoming offended.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N
46 Willingness to accept/seek additional responsibilities or challenges as developmental opportunities.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N
47 Ability to remain calm and composed when questioned, criticized, or confronted by others.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N

Use the following scale to rate the criticality of each ability and characteristic:

E = Essential - This ability or characteristic is essential to the successful performance of one or more tasks in this category.

H = Helpful - This ability or characteristic is helpful in performing one or more tasks in this category. Tasks in this category could be performed without this ability or characteristic, although it would be more difficult or time consuming.

N = Not Relevant - This ability or characteristic is not needed to perform any task in this category.

	Task Categories																
	1. Station & Equipment Maintenance/Chores	2. Initial Response to Incident/Arriving	3. Size-Up & Initial Actions	4. Ladder Operation	5. Climbing & Portable Ladder Activities	6. Building Entry	7. Search	8. Victim Removal	9. Ventilation	10. Engine Company Operations	11. Overhaul	12. Clean Up/Pick Up	13. Inspection of Buildings/Hydrants/Alarm Boxes	14. Rescue/Extrication	15. Providing Medical Assistance	16. Training	17. House Watch Duties
48	Ability to show restraint when exercising authority with the general public.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
49	Willingness to maintain appearance within department standards.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
50	Ability to establish personal control of a situation via issuing oral commands and body posture.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
51	Ability to promptly obtain compliance from victims and bystanders in an emergency situation.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
53	Awareness of the impact of one's own behavior, decisions, and demeanor on others.	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
53	Ability to anticipate how individuals will react in a given situation, particularly when the situation is dangerous, volatile, or confrontational (for example, anticipating aggressiveness from victims based on their statements or behavior).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	
54	Ability to demonstrate compassion, emotional support, and empathy for others who may be disturbed or agitated (for example, victims, next-of-kin, disoriented persons).	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	E - H - N	

Section II - Category Weights

FIREFIGHTER TASK CATEGORY WEIGHTS: The tasks in the previous section were organized into seventeen (17) different Firefighter task categories. In this section you are asked to distribute 100 points among these seventeen task categories. Please allocate 100 points among the various task categories according to their relative importance for successful performance of the entry-level Firefighter job as a whole. By entry-level Firefighter, we mean someone who has completed Probationary Firefighter School and has been assigned to an engine or ladder company, but has not yet taken on any specialized work.

Before allocating points to any task category, please refer to the Firefighter Task Category reference sheet. You may find it helpful to identify the categories that are most important from your perspective and assign point values to them first, and then proceed to the categories that are of lesser importance from your perspective.

Now, please distribute 100 points among the task categories listed below according to their relative importance for successful performance in the entry-level Firefighter job as a whole. *Do not use fractions of points, e.g., 20.5. When you have completed your distribution of points, check that the column adds to 100.*

	Relative Importance
1. Station & Equipment Maintenance/Chores	_____
2. Initial Response to Incident/Driving	_____
3. Size-Up & Initial Actions	_____
4. Ladder Operation	_____
5. Climbing & Portable Ladder Activities	_____
6. Building Entry	_____
7. Search	_____
8. Victim Removal	_____
9. Ventilation	_____
10. Engine Company Operations	_____
11. Overhaul	_____
12. Clean Up/Pick Up	_____
13. Inspection of Building/Hydrants/Alarm Boxes	_____
14. Rescue/Extrication	_____
15. Providing Medical Assistance	_____
16. Training	_____
17. House Watch Duties	_____
TOTAL MUST EQUAL 100 →	_____

Does your total equal 100? If not, redistribute the points until they total 100.

Thank you for your participation.

Figure J-2. Linkage Survey Reference Document - Task Categories

FDNY
Fire Department, City of New York



FIREFIGHTER TASK CATEGORIES

1. STATION AND EQUIPMENT MAINTENANCE/CHORES

These tasks involve inspecting, cleaning, and maintaining apparatus, equipment carried on the apparatus, and personal gear and equipment, performing routine housekeeping chores and "committee work".

1. Inspects personal protective gear to ensure safe and proper operation (for example, breathes into mask to ensure no leaks, checks gauge on tank to ensure it is full, etc.).	4. Cleans tools and maintains equipment on a routine basis and after use at incident scene (for example, hooks, saw blades, etc.).
2. Inspects tools and equipment to ensure safe and proper operation (for example, starts power saws to ensure no malfunctions; checks blade on wood saw to ensure sufficient number of teeth; checks radios, batteries, etc.).	5. Communicates needed repair or specialized cleaning of personal gear, tools, and equipment as warranted.
3. Inspects apparatus to ensure all necessary tools and equipment are available on apparatus (for example, extra air bottles, all hose lengths, all ladders, etc.).	

2. INITIAL RESPONSE TO INCIDENT / DRIVING

These tasks involve activities that occur between receiving an alarm and initial firefighting or emergency activities, including driving the apparatus to and from various points.

6. Dons personal protective equipment appropriately (for example, bunker gear, helmet, boots, hood, gloves, SCBA, etc.).	8. Communicates and receives information while in route (for example, receives updates from officer and dispatch in apparatus, listens to radio, etc.).
7. Makes preliminary evaluation of incident based on alarm information received (for example, alarm type, building type, potential life hazard, etc.).	9. Assists with maneuvering and positioning of apparatus appropriately at incident scene.

3. SIZE-UP AND INITIAL ACTIONS

These tasks involve evaluating the fire or incident scene to determine what actions should initially be taken.

10. Communicates information in person or via handie-talkie to others at the incident scene.	16. Surveys building by inspecting its perimeter and height.
11. Determines which tools and equipment should be taken from apparatus based on assigned position, structure type, location of fire, etc.	17. Selects type of extinguisher needed for a particular situation (for example, dry chemical, purple-K, foam, water, etc.).
12. Carries appropriate equipment to fire scene such as circular saws, chain saws, etc.	18. Determines level of life hazard at fire scene by considering factors such as building construction, street conditions, time of day, etc.
13. Evaluates possible building layout, including layout of individual apartments, based on location of fire escapes and other information.	19. Recognizes hazardous material identification placards, icons, etc., and acts accordingly.
14. Determines best means to get to roof of building (for example, from adjoining building, fire escape, ladder, etc.).	20. Determines appropriate point of entry into structure for assigned position based on location of fire, building type, security concerns, etc.
15. Maintain awareness of position of other Firefighters in reference to fire or emergency.	21. Investigates potentially dangerous situations using meters (for example, CO detectors, gas meters, etc.).

4. LADDER OPERATION

These tasks involve stabilizing ladder trucks operating aerial and tower ladders in order to rescue victims, provide access for ventilation, operate master stream devices, etc.

- | |
|--|
| 22. Climbs up and down aerial ladders. |
|--|

5. CLIMBING AND PORTABLE LADDER ACTIVITIES

These tasks involve climbing ladders, stairs and fire escapes, and raising and setting up portable ladders.

23. Carries tools and operates tools safely on a ladder.	28. Climbs up and down portable ladder to gain entrance into building.
24. Determines proper placement of ladder at scene.	29. Climbs up and down fire escape to enter building on appropriate floor.
25. Determines appropriate ladder type and size needed at incident scene.	30. Butts ladders for other members.
26. Raises, lowers and places portable ladder into position at incident scene.	31. Carries portable ladder from truck to incident scene.
27. Repositions ladders as necessary to climb outside of building.	32. Utilizes a drop ladder on a fire escape.

6. BUILDING ENTRY

These tasks involve forcing doors or otherwise entering buildings in order to search for and rescue victims and provide access to the fire for offensive firefighting.

33. Controls doors after gaining entry to fire area (for example, closes door, etc.).	36. Removes locks or hinges from doors using rabbit tools, K tools, bolt cutters or other forcible entry tools.
34. Forces doors using axes, maul, halligan tools or other forcible entry tools.	37. Breaches wooden brick, or masonry walls using mauls, axes or other tools.
35. Cuts open doors, metal grills or gates using power saws, torches or other tools.	

7. SEARCH

These tasks involve searching fire or assigned area in order to locate victims and to obtain further information about the fire, following standard search procedures.

38. Searches fire floor and fire area for conscious and unconscious victims, sweeping assigned search area with arms, legs, or tools.	42. Uses portable extinguisher to restrict fire for search and rescue.
39. Informs others of hazardous conditions identified during search.	43. Identifies hazardous conditions in course of search.
40. Searches smoke-filled structures for seat of fire and extensions.	44. Views perimeter of the building to determine if there are victims needing assistance, at windows, on ledges, or who have jumped.
41. Searches floors above fire, including stairwells, bulkheads and roofs, for occupants who need to be moved or rescued.	45. Deploys and operates search rope.

8. VICTIM REMOVAL

These tasks involve assisting, carrying or dragging victims from emergency area by means of interior access (stairs, hallways, etc.) or, if necessary, by ladders, fire escapes, platforms, or other means of escape.

46. Places victims onto stretchers, backboards or Stokes baskets.	49. Lowers victims or Firefighters using ropes, knots and rescue harnesses.
47. Drags or carries unconscious or weak victims down stairs, hallways, ladders or fire escapes.	50. Communicates information regarding victim location and condition to incident commander using radio.
48. Uses life belt and life saving rope to slide down from a ledge or roof of a building.	51. Instructs person on upper floors as to appropriate actions, such as staying put, descending to lower floors via fire escapes or fire stairs, etc.

9. VENTILATION

These tasks involve opening or breaking open windows, chopping or cutting bolts in roofs, breaking through walls or doors, and hanging fan in windows or doors to remove heat, smoke and gas from burning buildings.

52. Forces doors and windows in structures manually or by using halligan tools, rabbit tools, axes and other tools.	56. Creates emergency egress (VES – ventilation entry search).
53. Forces bulkhead door or scuttle using halligan tools, halligan hooks, axes, saws, mauls and other tools.	57. Deploys anti-ventilation mechanisms (for example, fire window blanket).
54. Cuts holes in roofs and floors using axes, power saws, and other equipment.	58. Climbs onto and off bulkhead to ventilate a building.
55. Removes scuttle covers and skylights from roofs.	

10. ENGINE COMPANY OPERATIONS

These tasks involve connecting or hooking up engine to fire hydrant and operating pumps to supply water of appropriate pressure and volume for firefighting, using hydrant wrenches, couplings, hoses, spanner wrenches, and other tools. This would also include stretching and operating hose lines.

59. Removes kinks from hose line during extinguishment to ensure proper operations.	68. Stretches a line to another engine or to a tower or aerial ladder.
60. Flakes out hose lines prior to charging so that no kinks or small bends impede operations.	69. Secures and replaces burst hose lengths.
61. Carries uncharged hose line off hose bed to incident scene through hallways, up stairs, around corners, etc.	70. Feeds charged hose lines to other Firefighters.
62. Operates nozzle at front of hose line to direct stream appropriately.	71. Opens hydrants and siamese caps using the proper tool and method.
63. Applies water using hose to extinguish fires, using sweeping and/or circular motions.	72. Disconnects (breaks) hose lines at back step after needed lengths have been removed from hose bed.
64. Chocks open doors and windows to ensure they stay open.	73. Tests hydrant before hooking up to ensure it is functional.
65. Bleeds line of air in safe area so as not to feed fire.	74. Selects appropriate hose couplings and fittings to connect lines, changing couplings when needed.
66. Uses hose strap to support hose on staircase or ladders.	75. Determines size and number of lengths of hose line needed to reach fire, using information regarding structure type and distance from structure.
67. Uses portable extinguisher to extinguish or control fire.	76. Connects suction hose between hydrant and engine, or establishes water supply from another unit.

11. OVERHAUL

These tasks involve opening up walls and ceilings, cutting or pulling up floors and moving or turning over debris, in order to check for hidden fire which could rekindle or spread, using hooks, axes, and saws.

77. Opens and/or pulls down floors ceilings, walls, etc. using hooks, axes, saws and other tools.

78. Uses senses such as touch, smell, sight, hearing to locate hidden pockets of fire in structures.

12. CLEAN UP / PICK UP

These tasks involve picking up and returning equipment to apparatus and rolling up or folding hose, so that the company can go back in service.

79. Refills booster tank from hydrant or other source.

13. INSPECTION OF BUILDINGS/HYDRANTS/ALARM BOXES

These tasks involve inspecting buildings for code violations or hazards on a periodic basis or during the course of activities, and inspecting hydrants for operational use.

80. Inspects hydrants to ensure they are operational.

81. Places and removes disks on hydrants and sprinklers/standpipes ~~siamese~~, to indicate their status.

82. Notifies officer of hydrants needing repair.

14. RESCUE / EXTRICATION

These tasks involve extricating victims from vehicles, cave-ins, collapsed buildings, subways, elevators or other entrapments in order to save lives, using shovels, torches, drills, saws, jacks, ~~hurst~~ tools, air bags, and other equipment.

83. Forces doors, breaks windows or other parts of vehicles using ~~hurst~~ tools, halligan tools, drills, air chisels and other tools.

88. Moves heavy objects, materials and other obstructions in order to free or gain access to trapped victims, using air bags, chains and hoists, jacks, shoring materials, ~~hurst~~ tools and other hydraulic tools.

84. Stabilizes vehicle using jacks, chocks, and stepchocks during extrication.

89. Carries out emergency procedures in case of subway/train accidents or malfunctions (for example, track fire or derailment).

85. Turns off gas and ventilates area in gas leak response.

90. Puts elevator into Firefighter service to control elevator.

86. Uses elevator which has been put into fire service to ascend to appropriate floor.

91. Rescues drowning victims.

87. Shuts off power prior to removing passengers trapped in elevators.

92. Secures downed electrical wires and surrounding area.

15. PROVIDING MEDICAL ASSISTANCE

These tasks involve providing first aid and direct medical assistance to persons requiring emergency attention.

93. Takes precautions to prevent the transfer of such things as blood or diseases (for example, wears gloves, washes hands, taking BSI precautions, etc.).	96. Provides direct medical assistance to injured or ill citizens, victims of crime, etc. (for example, basic life support, CPR, etc.).
94. Sets up and administers a defibrillator as needed.	97. Ensures incident scene safety.
95. Makes primary assessment of victims to provide the level of first aid needed (for example, checks vital signs, bleeding, etc.).	98. Assists injured or ill civilians, victims of crime, etc. in getting appropriate medical treatment.

16. TRAINING

These tasks involve participating in drills which simulate important fire or rescue activities and attending lectures or formal training.

99. Participates in drills to practice basic company skills (for example, raising ladders, stretching hoses, etc.).	102. Participates in multi-unit drills.
100. Participates in drills in which working fire activities are practiced.	103. Reviews/critiques past activities at the end of operations at the fire scene, upon return to quarters or on next tour.
101. Participates in drills in which a response to an emergency is simulated (for example, extricating a person trapped in a vehicle).	104. Participates in all scheduled Firefighter procedural drills.

17. HOUSE WATCH DUTIES

These tasks involve standing watch to receive incoming alarms and information, answering phones, and monitoring access to the station house.

105. Notifies station personnel of incoming alarms and required responses.	107. Monitors alarms, radio, and dispatch equipment and records information received.
106. Receives alarm information from dispatcher, computer, or over the phone.	108. Maintains front of quarters from having any material that would interfere with apparatus response.

Appendix K. Linkage Rating Results

	Task Clusters																
Reading Comprehension																	
1A Ability to read and interpret short messages written in English (for example, notes, log entries, teleprinter tickets)	50.0%	77.8%	72.2%	0.0%	0.0%	11.1%	44.4%	33.3%	16.7%	33.3%	0.0%	0.0%	50.0%	55.6%	61.1%	50.0%	100.0%
1B Ability to read routine documents written in English (for example, bulletins, articles, notices, announcements) to keep apprised of current job-related information.	29.4%	64.7%	47.1%	5.9%	11.8%	17.6%	23.5%	17.6%	17.6%	17.6%	11.8%	11.8%	41.2%	17.6%	35.3%	70.6%	70.6%
2A Ability to read and interpret technical materials written in English (for example, instructional manuals, operating manuals, and other official FDNY documents) to learn new information and/or update job knowledge.	66.7%	61.1%	72.2%	27.8%	38.9%	50.0%	44.4%	50.0%	44.4%	66.7%	33.3%	22.2%	61.1%	55.6%	66.7%	66.7%	83.3%
Written Expression																	
3A Ability to write brief notes/statements in English (for example, fill in forms, log entries, take messages) legibly, completely, and accurately.	55.6%	33.3%	23.5%	5.6%	16.7%	5.6%	11.1%	5.6%	11.1%	23.5%	5.6%	16.7%	44.4%	22.2%	41.2%	50.0%	88.9%
Listening/Comprehension																	
4A Ability to listen to, and understand information on how to perform a task or series of tasks from a trainer or others (for example, instructions from a	72.2%	83.3%	72.2%	61.1%	55.6%	66.7%	72.2%	77.8%	66.7%	66.7%	55.6%	44.4%	61.1%	83.3%	77.8%	88.9%	77.8%

		Task Clusters																
		1. Station & Equipment Maintenance/Chores	2. Initial Response to Incident/Driving	3. Size-Up & Initial Actions	4. Ladder Operation	5. Climbing & Portable Ladder Activities	6. Building Entry	7. Search	8. Victim Removal	9. Ventilation	10. Engine Company Operations	11. Overhaul	12. Clean Up/Pick Up	13. Inspection of Buildings/Hydrants/Alarm Boxes	14. Rescue/Extrication	15. Providing Medical Assistance	16. Training	17. House Watch Duties
	commanding officer, training information on specific steps to follow in different situations).																	
4B	Ability to understand information presented orally in English, both in person (for example, in a training session) and from a variety of communications devices (for example, radio, phone, intercom).	58.8%	94.1%	100.0%	29.4%	41.2%	47.1%	64.7%	64.7%	47.1%	52.9%	29.4%	17.6%	64.7%	52.9%	64.7%	82.4%	94.1%
5A	Ability to listen to and understand people in emergency situations (for example, people who are upset, frightened, confused).	11.1%	61.1%	77.8%	44.4%	55.6%	50.0%	76.5%	94.4%	61.1%	38.9%	27.8%	16.7%	16.7%	83.3%	88.9%	38.9%	61.1%
Oral Communication																		
5B	Ability to state ideas clearly and concisely when speaking in English (for example, giving instructions, explaining procedures, providing technical information).	52.9%	94.1%	94.1%	11.8%	35.3%	47.1%	70.6%	82.4%	52.9%	41.2%	17.6%	5.9%	58.8%	41.2%	58.8%	64.7%	64.7%
Observation/Vigilance																		
7B	Ability to quickly and accurately compare letters, numbers, information and objects (for example, addresses, names, radio codes) to determine if they are the same or different.	17.6%	88.2%	94.1%	5.9%	41.2%	41.2%	58.8%	58.8%	41.2%	52.9%	0.0%	0.0%	25.0%	58.8%	47.1%	29.4%	82.4%
8A	Ability to concentrate on the work to be performed in spite of distractions, keeping aware of one's surroundings (for example, during a highway	55.6%	88.9%	94.4%	72.2%	83.3%	83.3%	88.9%	88.9%	83.3%	88.9%	61.1%	38.9%	44.4%	88.9%	88.9%	55.6%	66.7%

Task Clusters																	
		Performance Data															
		Performance Data															
Task Cluster		Task Description	Performance Measure	Score	Performance Measure	Score	Performance Measure	Score	Performance Measure	Score	Performance Measure	Score	Performance Measure	Score	Performance Measure	Score	
1. Station & Equipment Maintenance/Chores		Ability to remain attentive while performing routine or repetitive tasks (for example, taking up hose line).	Ability to observe another person performing/demonstrating an activity to learn how to perform the activity.	64.7%	70.5%	64.7%	70.5%	64.7%	70.5%	76.5%	76.5%	64.7%	68.8%	47.1%	35.3%	29.4%	
2. Initial Response to Incident/Driving																	
3. Size-Up & Initial Actions																	
4. Ladder Operation																	
5. Climbing & Portable Ladder Activities																	
6. Building Entry																	
7. Search																	
8. Victim Removal																	
9. Ventilation																	
10. Engine Company Operations																	
11. Overhaul																	
12. Clean Up/Pick Up																	
13. Inspection of Buildings/Hydrants/Alarm Boxes																	
14. Rescue/Extrication																	
15. Providing Medical Assistance																	
16. Training																	
17. House Watch Duties																	
Physical Skills & Capabilities																	
10B		Ability to use muscular force to lift, push, pull, drag, carry, objects, materials, equipment and/or people.	Ability to use muscular force as needed (for example, during roof rope rescue).	Ability to exert maximum muscular force to use equipment or perform other activities (for example, when using hook, axe, carrying a hose).	Ability to exert muscular force quickly to initiate action (for example, to start a chain saw, force a door).	Ability to maintain a high level of physical effort (for example, advancing hose line) under difficult environmental conditions (for example, heat, smoke, darkness).	Ability to use muscular force to lift, push, pull, drag, carry, objects, materials, equipment and/or people.	Ability to use muscular force as needed (for example, during roof rope rescue).	Ability to exert maximum muscular force to use equipment or perform other activities (for example, when using hook, axe, carrying a hose).	Ability to exert muscular force quickly to initiate action (for example, to start a chain saw, force a door).	Ability to maintain a high level of physical effort (for example, advancing hose line) under difficult environmental conditions (for example, heat, smoke, darkness).	Ability to use muscular force to lift, push, pull, drag, carry, objects, materials, equipment and/or people.	Ability to use muscular force as needed (for example, during roof rope rescue).	Ability to exert maximum muscular force to use equipment or perform other activities (for example, when using hook, axe, carrying a hose).	Ability to exert muscular force quickly to initiate action (for example, to start a chain saw, force a door).	Ability to maintain a high level of physical effort (for example, advancing hose line) under difficult environmental conditions (for example, heat, smoke, darkness).	
11A		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
11B		5.9%	11.8%	37.5%	23.5%	76.5%	88.2%	29.4%	100.0%	82.4%	82.4%	58.8%	5.9%	5.9%	94.1%	11.8%	
12A		72.2%	5.6%	38.9%	61.1%	88.9%	94.4%	55.6%	100.0%	94.4%	70.6%	70.6%	11.1%	0.0%	88.9%	38.9%	44.4%
12B		0.0%	5.9%	41.2%	58.8%	76.5%	88.2%	64.7%	88.2%	82.4%	94.1%	52.9%	5.9%	0.0%	100.0%	11.8%	23.5%

	Task Clusters																																																		
	1. Station & Equipment Maintenance/Chores			2. Initial Response to Incident/Driving			3. Size-Up & Initial Actions			4. Ladder Operation			5. Climbing & Portable Ladder Activities			6. Building Entry			7. Search			8. Victim Removal			9. Ventilation			10. Engine Company Operations			11. Overhaul			12. Clean Up/Pick Up			13. Inspection of Buildings/Hydrants/Alarm Boxes			14. Rescue/Extrication			15. Providing Medical Assistance			16. Training			17. House Watch Duties		
13A	Ability to bend, twist, stretch, and reach with the body, arms, and/or legs (for example, on a fire escape, entering a window).	22.2%	22.2%	50.0%	66.7%	94.4%	77.8%	88.9%	94.4%	83.3%	61.1%	66.7%	5.6%	5.6%	88.2%	38.9%	55.6%	0.0%																																	
15A	Ability to coordinate the rapid movement of arms, legs, and/or the torso while the entire body is in motion (for example, climbing a ladder).	16.7%	22.2%	33.3%	100.0%	100.0%	72.2%	72.2%	77.8%	61.1%	61.1%	44.4%	5.6%	0.0%	72.2%	33.3%	50.0%	0.0%																																	
Teamwork																																																			
17A	Willingness to adapt to and become a member of an established team.	44.4%	44.4%	55.6%	50.0%	50.0%	55.6%	61.1%	66.7%	55.6%	61.1%	38.9%	38.9%	38.9%	66.7%	61.1%	66.7%	38.9%																																	
18A	Willingness to request assistance from a co-worker or supervisor when necessary to complete an assignment.	77.8%	61.1%	72.2%	61.1%	77.8%	77.8%	83.3%	88.9%	83.3%	83.3%	61.1%	44.4%	33.3%	94.4%	88.9%	61.1%	44.4%																																	
18B	Willingness to offer information and/or assistance and information to co-workers when it appears necessary or when it would facilitate task accomplishment.	58.8%	70.6%	76.5%	29.4%	58.8%	64.7%	76.5%	76.5%	58.8%	82.4%	52.9%	23.5%	35.3%	87.4%	47.1%	64.7%	41.2%																																	
19A	Willingness to work/participate in a community living environment.	44.4%	38.9%	38.9%	27.8%	33.3%	33.3%	38.9%	38.9%	33.3%	27.8%	33.3%	27.8%	33.3%	38.9%	38.9%	38.9%	38.9%																																	
19B	Willingness to do one's share of the work including performance of undesirable tasks.	76.5%	41.2%	64.7%	47.1%	58.8%	58.8%	70.6%	70.6%	64.7%	76.5%	70.6%	47.1%	35.3%	70.6%	58.8%	52.9%	47.1%																																	
20A	Willingness to display a pleasant, cooperative attitude toward other members of the team.	38.9%	44.4%	44.4%	22.2%	33.3%	33.3%	44.4%	44.4%	33.3%	33.3%	27.8%	22.2%	27.8%	50.0%	55.6%	55.6%	27.8%																																	
20B	Willingness to show respect toward those with more	64.7%	58.8%	64.7%	35.3%	58.8%	10.6%	64.7%	64.7%	64.7%	64.7%	47.1%	35.3%	52.9%	64.7%	47.1%	76.5%	41.2%																																	

		Task Clusters																																						
		1. Station & Equipment Maintenance/Chores			2. Initial Response to Incident/Driving			3. Size-Up & Initial Actions			4. Ladder Operation			5. Climbing & Portable Ladder Activities			6. Building Entry		7. Search		8. Victim Removal		9. Ventilation		10. Engine Company Operations		11. Overhaul		12. Clean Up/Pick Up		13. Inspection of Buildings/Hydrants/Alarm Boxes		14. Rescue/Extrication		15. Providing Medical Assistance		16. Training		17. House Watch Duties	
21A	experience or in a position of authority.																																							
21A	Willingness to adapt personal habits and schedules to accommodate others (for example, when sharing living quarters).	33.3%	38.9%	27.8%	22.2%	22.2%	22.2%	22.2%	22.2%	22.2%	22.2%	22.2%	22.2%	22.2%	22.2%	22.2%	22.2%	22.2%	16.7%	22.2%	33.3%	38.9%	33.3%	33.3%	33.3%	33.3%	33.3%	33.3%	33.3%	33.3%										
Conscientiousness																																								
21B	Willingness to accept responsibility for one's own actions.	82.4%	76.5%	64.7%	52.9%	64.7%	58.8%	76.5%	70.6%	70.6%	64.7%	58.8%	52.9%	52.9%	70.6%	64.7%	82.4%	76.5%																						
22A	Willingness to comply with assignments, commitments, requirements, and/or instructions regardless of personal feelings about a situation.	77.8%	61.1%	55.6%	50.0%	61.1%	66.7%	77.8%	77.8%	77.8%	72.2%	66.7%	44.4%	55.6%	77.2%	72.2%	55.6%	55.6%																						
22B	Willingness to maintain appropriate attention to detail and persist in work activities in order to complete work in a safe, effective and timely manner.	100.0%	94.1%	94.1%	64.7%	82.4%	82.4%	88.2%	94.1%	88.2%	88.2%	88.2%	58.8%	29.4%	35.3%	100.0%	100.0%	70.6%	70.6%																					
23A	Willingness to work without direct supervision.	83.3%	55.6%	77.8%	72.2%	83.3%	72.2%	77.8%	72.2%	66.7%	77.8%	72.2%	66.7%	77.8%	72.2%	66.7%	55.6%	77.8%	66.7%	55.6%	77.2%																			
23B	Willingness to maintain high standards of ethical conduct for self and others.	64.7%	58.8%	64.7%	35.3%	58.8%	52.9%	58.8%	64.7%	58.8%	58.8%	58.8%	52.9%	35.3%	64.7%	58.8%	82.4%	58.8%	70.6%																					
24A	Willingness to devote time and effort to all aspects of the job, including those that are routine in nature.	72.2%	72.2%	77.8%	55.6%	72.2%	66.7%	77.8%	72.2%	77.8%	77.8%	61.1%	55.6%	65.7%	77.8%	77.8%	77.8%	77.8%	77.8%	77.8%																				
Ability to Learn and Apply Information																																								
24B	Ability to learn firefighting procedures and techniques.	76.5%	88.2%	94.1%	82.4%	100.0%	100.0%	94.1%	88.2%	100.0%	100.0%	82.4%	58.8%	47.1%	100.0%	76.5%	88.2%	58.8%																						
25A	Ability to learn job-related rules and regulations.	72.2%	66.7%	66.7%	50.0%	66.7%	66.7%	66.7%	66.7%	66.7%	61.1%	61.1%	38.9%	50.0%	72.2%	66.7%	66.7%	66.7%	66.7%																					
Computation & Mathematics																																								

	Task Clusters																																	
	1. Station & Equipment Maintenance/Chores		2. Initial Response to Incident/Driving		3. Size-Up & Initial Actions		4. Ladder Operation		5. Climbing & Portable Ladder Activities		6. Building Entry		7. Search		8. Victim Removal		9. Ventilation		10. Engine Company Operations		11. Overhaul		12. Clean Up/Pick Up		13. Inspection of Buildings/Hydrants/Alarm Boxes		14. Rescue/Extrication		15. Providing Medical Assistance		16. Training		17. House Watch Duties	
28B	Ability to perform arithmetic computations (for example, add, subtract, multiply, divide) to solve work problems (for example, number of hose lengths needed to reach a fire).	17.6%	23.5%	58.8%	23.5%	47.1%	5.9%	23.5%	31.3%	5.9%	82.4%	0.0%	5.9%	5.9%	23.5%	29.4%	17.6%	5.9%																
31A	Ability to analyze mistakes to avoid repeating them (for example, to review fire scene errors after the incident has concluded).	44.4%	55.6%	66.7%	55.6%	58.8%	72.2%	72.2%	66.7%	61.1%	66.7%	55.6%	33.3%	38.9%	66.7%	50.0%	66.7%	38.9%																
38A	Ability to recall information learned in training even when it is used infrequently.	44.4%	44.4%	83.3%	55.6%	61.1%	61.1%	72.2%	72.2%	66.7%	72.2%	38.9%	38.9%	33.3%	72.2%	61.1%	55.6%	33.3%																
38B	Ability to recall information regarding specific events and activities (for example, tactics used in prior fire scenes).	18.8%	64.7%	82.4%	35.3%	64.7%	70.6%	76.5%	70.6%	64.7%	76.5%	23.5%	5.9%	17.6%	76.5%	52.9%	41.2%	17.6%																
Reasoning & Critical Thinking																																		
Memory																																		
41A	Willingness to risk harm to self to attempt to ensure the safety of others.	0.0%	11.1%	22.2%	33.3%	44.4%	44.4%	66.7%	61.1%	61.1%	38.9%	22.2%	16.7%	5.6%	66.7%	38.9%	27.8%	11.1%																
41B	Willingness to obey orders promptly.	70.6%	76.5%	88.2%	58.8%	76.5%	100.0%	100.0%	100.0%	94.1%	100.0%	64.7%	52.9%	47.1%	100.0%	88.2%	88.2%	76.5%																
42A	Willingness to accept and follow all rules and regulations.	77.2%	55.6%	66.7%	61.1%	61.1%	61.1%	61.1%	61.1%	61.1%	50.0%	50.0%	50.0%	61.1%	61.1%	61.1%	61.1%	61.1%																
42B	Willingness to follow all safety rules, use all safety equipment, and avoid unnecessary risk.	82.4%	82.4%	82.4%	88.2%	82.4%	76.5%	82.4%	82.4%	76.5%	82.4%	82.4%	82.4%	82.4%	82.4%	82.4%	82.4%	82.4%																
Personal & Career Development																																		

Task Clusters																		
	Performance Indicators																	
	1. Station & Equipment Maintenance/Chores		2. Initial Response to Incident/Driving		3. Size-Up & Initial Actions		4. Ladder Operation		5. Climbing & Portable Ladder Activities		6. Building Entry		7. Search		8. Victim Removal		9. Ventilation	
44A	Willingness to seek training or other assistance to ensure needed improvements in job performance are made.	38.9%	44.4%	50.0%	44.4%	50.0%	50.0%	50.0%	50.0%	44.4%	33.3%	33.3%	50.0%	38.9%	72.2%	33.3%		
44B	Willingness to master work activities and continue learning throughout career.	70.6%	75.5%	88.2%	64.7%	88.2%	88.2%	88.2%	88.2%	88.2%	76.5%	58.8%	70.6%	88.2%	82.4%	88.2%	70.6%	
45A	Willingness to accept constructive criticism without becoming offended.	55.6%	55.6%	61.1%	55.6%	55.6%	61.1%	61.1%	66.7%	61.1%	61.1%	55.6%	55.6%	55.6%	61.1%	77.8%		
45B	Willingness to ask questions even when to do so indicates lack of knowledge or understanding.	70.5%	76.3%	88.2%	64.7%	82.4%	88.2%	94.1%	88.2%	82.4%	94.1%	64.7%	47.1%	47.1%	88.2%	88.2%	64.7%	
46A	Willingness to accept/seek additional responsibilities or challenges as developmental opportunities.	22.2%	27.8%	33.3%	27.8%	33.3%	33.3%	33.3%	33.3%	33.3%	27.8%	22.2%	22.2%	27.8%	27.8%	44.4%	22.2%	
Stress Tolerance																		
47A	Ability to remain calm and composed when questioned, criticized, or confronted by others.	38.9%	38.9%	38.9%	33.3%	33.3%	44.4%	41.2%	50.0%	38.9%	38.9%	33.3%	38.9%	33.3%	38.9%	44.4%	55.6%	38.9%
Professional Impression																		
48B	Ability to convey a professional and trustworthy image; to create a positive impression.	41.2%	52.9%	47.1%	41.2%	41.2%	47.1%	41.2%	47.1%	41.2%	47.1%	29.4%	23.5%	35.3%	41.2%	70.6%	47.1%	47.1%
49A	Willingness to maintain appearance within department standards.	33.3%	33.3%	27.8%	27.8%	27.8%	33.3%	33.3%	44.4%	29.4%	33.3%	27.8%	27.8%	38.9%	38.9%	44.4%	38.9%	66.7%
Command Presence																		
50B	Ability to maintain control of personal reactions and impulses while taking charge or handling a disagreeable or dangerous situation.	41.2%	76.3%	94.1%	58.8%	82.4%	88.2%	94.1%	100.0%	88.2%	88.2%	52.9%	29.4%	41.2%	100.0%	88.2%	52.9%	58.8%

